

السنة الثالثة

FINANCIAL TIMES

Lessons from Escom
PCs, like fruit, have
a sell-by date

IT outsourcing
Beware long-term
strategic contracts

Airline regulation
Why Brussels is
muscling in

TOMORROW'S
Weekend FT
Can 34 armies
save Bosnia?

Page 22

Page 16

Page 4

World Business Newspaper

FRIDAY JULY 5 1996

Netanyahu creates post for Sharon in bid to avert crisis

Israeli prime minister Benjamin Netanyahu sought to defuse the first crisis of his new government by creating a ministry of infrastructure for rightwing ex-general Ariel Sharon, the champion of Jewish settlement in the Israeli-occupied West Bank. Foreign minister David Levy threatened to quit the government unless Mr Sharon was given a cabinet post. Page 20

De Benedetti eases grip on Olivetti Carlo De Benedetti relinquished his day-to-day executive role as part of boardroom changes at troubled Italian computer group Olivetti. Page 21

Air France showdown looms Unions and management at state-controlled carrier Air France looked set for a showdown after union rejection of plans for a total merger with domestic partner Air France Europe. Page 21

Bombers' hideout found German investigators have found a rural holiday house where they suspect Irish Republican Army terrorists prepared a bomb attack on a British army base in Germany last Friday. Three men and two women had stayed at the house.

Athens hit by heatwave Cars were banned from the centre of the Greek capital and people were urged to stay at home to escape the effects of a heatwave that has pushed temperatures close to 40 Celsius in windless conditions.

Rome investigate hotel Prominent magistrates Antonio Polsggi, three lawyers and an accountant were arrested in Rome as part of a corruption probe in the Italian capital. They are suspected in connection with bribes allegedly paid by a businessman to stop an investigation of his finances.

Sinhala bomber kills 24 A Sri Lankan suicide bomber killed at least 21 troops and civilians and injured 50 other people - including a cabinet minister - in the northern Jaffna region. The rebel Liberation Tigers of Tamil Eelam said the woman bomber was one of its members. Page 4

German to head UK car unit German luxury car maker BMW named German Walter Hesselbusch to head Rover Group, its UK unit. BMW had been looking for a Briton to fill the post and the company stressed the appointment did not signal a strategy change. Page 21

Malaysia set for UK stake Ailing UK-based construction company Cathain travelled a rescue refinancing package which could give Itria Berhad, a Malaysian construction and investment group, a 40 per cent stake. Page 21; Background, Page 25; Lex, Page 20

Mine seeks striking workers South Africa's Rustenburg Platinum Mines, the world's biggest platinum producer, sacked the last of its 28,000 striking workers. Mine owner Anglo American Platinum dismissed 18,000 workers on Monday, 8,000 on Wednesday and the last 7,000 on yesterday for defying a court order which declared the strike illegal.

Paris court rejects used cow cases A Paris court dismissed charges by Belgian meat producers that French beef labels meant to reassure consumers over the British mad cow crisis were a protectionist ploy that damaged Belgian exports.

Japanese banks agree debt deal Japanese banking officials said the nation's leading commercial banks and the Finance Ministry had agreed details of a plan under which the banks will jointly pay out a ¥800bn (\$7.2bn) for the scheme to liquidate seven debt-ridden mortgage firms.

Suharto medical expected Diplomats said Indonesia's 76-year-old president Suharto was expected to fly to Germany at the weekend for medical checks.

'Find local partner', accountants told China has told overseas accountants they will have to wind up existing joint ventures within five years and work in future through member firms in China. Joint venture firms were a transitional arrangement, said Ding Pingzhu, head of the China Society of Registered Accountants.

Fire grips Greece A big fire raged through an industrial area of the Greek capital, Athens. It appeared to centre on a chemical plant in the middle of an oil refining district.

Japan poised for satellite firsts A group of leading Japanese companies is poised to win the country's first contract in the competitive satellite launching business. A deal would boost Japan's aerospace industry ambitions. Page 20

Yankees Top seed and defending champion Pete Sampras crashed out of Wimbledon, beaten 7-5 7-6 6-4 by unseeded Dutchman Richard Krajicek. Britain's Tim Henman lost his quarter final match 6-7 6-7 4-6 to 13th seed Todd Martin of the US.

| STOCK MARKET INDICES | | GOLD | |
|----------------------------|-------------------|-------------|-------------------|
| FT-SE 100 | 3,780.8 (+45.5) | London | \$351.225 (382.2) |
| Nifty | 4,014 | | |
| FT-SE Europe 100 | 1,788.78 (+6.5) | STERLING | |
| FT-SE-A All-Share | 1,775.47 (+0.29) | \$ | 1.5803 (1.559) |
| Nikkei | 22,282.91 (+81.1) | DM | 2.377 (2.377) |
| LONDON MONEY | | FF | 8.0384 (8.038) |
| 3-mo Interbank | 5.57% | SF | 1.858 (1.858) |
| UK long gil rate: Sep 1995 | 5.91% | ¥ | 172.213 (172.378) |
| | | £ Index | 98.8 (same) |
| NORTH SEA OIL (Argonne) | | Tokyo close | ¥118.15 |
| Brent Blend | \$18.76 (18.4) | | |

The New York markets were closed yesterday

| Market | Value | Market | Value |
|--------------|---------|-------------|---------|
| Athens | 154,228 | Germany | DM40 |
| Bombay | 2,807 | France | FF120 |
| Brexit | 241,282 | Hong Kong | HK\$20 |
| Calcutta | 87,718 | Hungary | HUF20 |
| Chengde | CC1,210 | Indonesia | RP200 |
| Coin | 1,000 | Italy | LI1,000 |
| Delhi | 1,000 | Japan | ¥1,000 |
| Guangzhou | GG1,000 | Malaysia | MYR100 |
| Hankow | HK1,000 | Norway | NOK200 |
| Harbin | HR1,000 | Spain | PTA200 |
| Heilongjiang | HL1,000 | Sweden | SEK200 |
| Hong Kong | HK\$20 | Switzerland | CHF100 |
| Kobe | KY1,000 | Taiwan | NT\$100 |
| London | £1,000 | Thailand | THB100 |
| Manila | PH\$100 | Turkey | TL1,000 |
| Osaka | ¥1,000 | USA | \$1,000 |
| Shanghai | SH\$100 | | |
| Singapore | S\$100 | | |
| Taipei | NT\$100 | | |
| Tokyo | ¥1,000 | | |
| Yokohama | YH\$100 | | |

UK metal broker owners claim senior Japanese officials agreed Hamanaka's copper deals

Sumitomo board approved trades

By Clay Harris and Robert Thomson in London

The owners of Winchester Commodities, the UK metal broker under scrutiny for its role in the Sumitomo copper scandal, claim key trades were approved at board level in the Japanese trading company. In their first face-to-face interview, Mr Charlie Vincent and Mr Ashley Levett - both 36-year-old tax exiles in Monaco - shed light on their dealings with Mr Yasuo Hamanaka, Sumitomo's former chief copper trader. They said

several senior officials gave trades the go-ahead and that Mr Hamanaka was not a "rogue trader".

Winchester executed many deals for Mr Hamanaka, who was dismissed by Sumitomo last month and blamed by his former employer for losses of at least \$1.5bn. "I don't believe Mr Hamanaka was an island, and I don't think you do, do you?" Mr Levett asked his partner. "No, I don't," replied Mr Vincent. The affair has heightened interest in the colourful careers of Mr Vincent, known as "Copperfin-

gers" among metals traders, and Mr Levett, benefactor of Richmond rugby football club. Each man was paid more than £15m by Winchester last year. They described Mr Hamanaka who had entertained them at several bars in Tokyo's Ginza, as a "true corporate animal". Mr Levett described how the Sumitomo trader worked through the night in Japan, making trades in London and New York. "He was probably like Margaret Thatcher. He seemed to be able to get by without too much sleep."

In an interview with the Financial Times during a visit to Britain, Mr Vincent and Mr Levett said their lawyer had written to the UK's Serious Fraud Office, offering co-operation in its Sumitomo investigation, but had not yet received a reply. Mr Vincent added: "We've had no approach from any regulator. All we've done is strongly deny all these allegations and offered our assistance. We're very much here. We're not lying under a paving stone in Monaco."

Both men repeatedly stressed the central role of Credit Lyonnais Rouse, the London Metal Exchange member which cleared Winchester's trades and for which Winchester acted as "introducing broker" for many clients, including Sumitomo.

"I've never done a trade for Sumitomo or any of its employees other than through Credit Lyonnais Rouse," Mr Vincent said. He also said Mr Roy Leighton, CLR chairman, personally handled the Sumitomo account. Asked if Winchester had made more money for its size than other market participants, Mr Levett replied: "For its size? Our size was Credit Lyonnais. That was the limit of our size." CLR, however, said Winchester was subject to credit limits based on usual risk assessments. Mr Vincent said all transactions for Sumitomo had been done at standard market commissions. "Winchester's success has been in our proprietary trading."

Continued on Page 20

Non-Emu countries may face restrictions on access

By Gillian Tett and George Graham

Banks based in countries outside the future European monetary union could become "second-class citizens" in dealings in the euro. Although all European Union countries will be allowed access to the euro payments system, countries which are expected initially to stay out of Emu, such as the UK, are increasingly likely to face discriminatory restrictions on their access.

The British insist that they have an absolute right to access after the single currency comes into effect in 1999, but Bonn and Paris take different views.

French and German bankers are concerned that their British rivals should not be able to take competitive advantage of the UK's non-membership in the monetary union while reaping all the benefits of the union. "The British would like to have the best of both worlds," said one French banker.

French and German officials are now stepping up pressure for much tighter controls to be imposed on the access to euro liquidity during trading hours by non-Euro-denominated banks. They argue this is necessary to make the future euro system more stable and protect the competitive position of financial centres such as Frankfurt and Paris.

A broad agreement on the system was drafted at a meeting this week of European central bankers after French and German officials argued that the proposed controls were too lax. Some officials suspect a decision will be postponed until the European Central Bank is formed in 1998, when it will be taken by Emu members only.

The battle centres around the structure of Target, the payments system which will be used for the euro. It is agreed that all EU central banks will have access to this system and will be able to provide liquidity in euros to their local banks. The crucial issue is the terms on which banks will have access to this system in different countries.

Some officials have suggested that banks outside Emu would have full access to liquidity during the course of the trading day, but would face punitive high interest rates if they extended lending overnight.

However, countries like Germany and France argue that much stronger measures are needed to prevent banks outside the Euro area issuing overnight borrowing in Euros, since the Euro will not be their currency. Some officials have proposed there should be credit limits and higher demands for collateral for those banks outside the Euro area who wish to borrow Euros. They say these measures will be particularly necessary if reserve requirements are imposed - as the Germans are demanding - on banks inside Emu.



Nissan plans to restructure UK and Spanish plants

By Michio Nakamoto in Tokyo and Haig Simonian in London

Nissan Motor indicated yesterday that its European production plants in the UK and Spain would be restructured in an effort to return to profitability. Mr Yoshikazu Hanawa, who succeeded Mr Yoshitomi Tsuji as chief executive at Japan's second largest carmaker last month, said yesterday that restructuring abroad would be his top priority.

The company, which suffered a consolidated loss of ¥88.4bn (\$786m) in the year to March 1996, has been particularly hit by fierce competition in Europe and turmoil in Mexico, where it also has large plants, after the devaluation of the peso.

"Business in Europe is increasingly difficult. European companies have become very strong so we cannot carry out business as we have in the past," Mr Hanawa said. Although he did not give specific restructuring details, he said he was aiming to get the company's European business "back on its feet" through further streamlining and higher sales after the introduction of the Primera this year. He hoped that the group's problems in Mexico would ease as the peso stabilised.

Nissan suffers from expensive excess capacity in both Europe and Mexico. Production in Mexico, where the company has three plants, is running at about two-thirds of its 300,000 capacity. A similar problem has arisen in the UK, where Nissan was the first Japanese carmaker to set up

production in 1985. Nissan's plant in north-east England is running well under its 300,000 capacity. Output, which peaked at 246,000 units in 1995, is expected to be 215,000 units this year. The shortfall has prompted studies on whether the company should add a third model alongside the Primera and the Micra around the turn of the century.

In Spain, where the company bought into Motor Iberica in 1990, Nissan has had to spend heavily on restructuring its subsidiary, including buying out minority shareholders.

Mr Hanawa said he also wanted to increase the group's market share in Japan by taking the lead in safety and environmental awareness and improving cost competitiveness.

The company aims to sell 1.2m cars in Japan this year - half the 2.5m unit target set by Toyota, the market leader. Nissan managed to increase domestic market share last year for the first time in six years.

Some analysts believe the task will be complicated as the Japanese market grows more competitive because of higher imports. Sales of imported cars rose by 14.9 per cent in the first six months of this year compared with a year earlier. Mr Hanawa said he did not intend to cut the range of models offered. Nissan's strategy was to be a kind of department store selling as many models as possible with character, he said.

Celebration time

Boris Yeltsin (left) receives congratulations and flowers from Russian prime minister Viktor Chernomyrdin during a Kremlin meeting yesterday following Yeltsin's electoral victory

Chernomyrdin boosts position after Yeltsin win

By Chrystia Freeland and John Thornhill in Moscow

Mr Victor Chernomyrdin, the Russian prime minister, moved quickly yesterday to consolidate his position as the heir apparent to Mr Boris Yeltsin, after the ailing Mr Yeltsin won a convincing victory in the country's presidential elections.

Mr Yeltsin asked Mr Chernomyrdin to form a new government, which the prime minister took as a signal that he could reduce the influence of Mr Alexander Lebed, the former general who was recruited to the Yeltsin team two weeks ago.

As prime minister, Mr Chernomyrdin is the man who takes over if the president dies or becomes incapacitated. Mr Chernomyrdin, whose main job is to preside over the Russian economy, said he would block Mr Lebed's efforts to extend his mandate as head of the Security Council to include economic issues and was dismissive of the maverick officer's public calls to restore the vice-presidency.

"I am not going to give away anything to anyone... there is enough work for everyone, including the Security Council," Mr Chernomyrdin said. He added that he was not opposed to the re-creation of a vice-presidency - an office Mr Lebed appears to be

eyeing for himself - but only after the next presidential elections, due to take place in 2000.

Preliminary returns showed Mr Yeltsin had won Wednesday's poll with the support of 63 per cent of voters, a 13 per cent lead over his Communist rival Mr Gennady Zyuganov.

The victorious Russian leader appeared briefly on television, urging Russians to come together after their novel experience of an open contest for national office.

Yet even on the day of one of his greatest triumphs, Mr Yeltsin prolonged a retreat from the public eye which has now lasted for eight days, fuelling concerns about his health.

Mr Zyuganov admitted defeat, belying some predictions that the opposition would respond to a loss in the polls with violence. His swift concession might also open the door to co-operation between some of the more moderate Communist politicians and the re-elected Yeltsin administration.

Mr Chernomyrdin also criticised Mr Grigory Yavlinsky, the democratic politician who came in fourth in the first round of

Continued on Page 20
Reports and analysis, Page 2
Editorial Comment, Page 19
Lex, Page 20
World stocks, second section

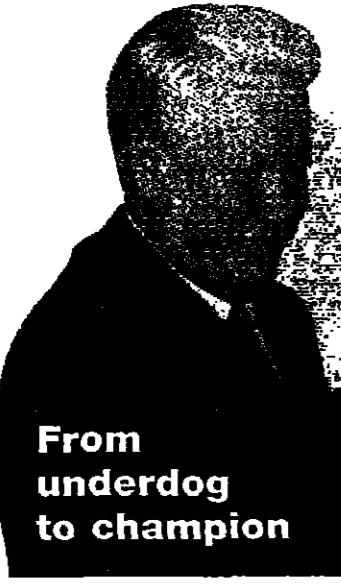



IF A PET FOOD MANUFACTURER WANTS TO BE TOP DOG, WE'LL MAKE SURE HE CAN.

CINVEN / INDEPENDENT / VISION

Cinven Limited is registered by BAFD.

NEWS: EUROPE



From underdog to champion

January 1996 Yeltsin orders an attack on the village of Pervomaiskoye in southern Russia...

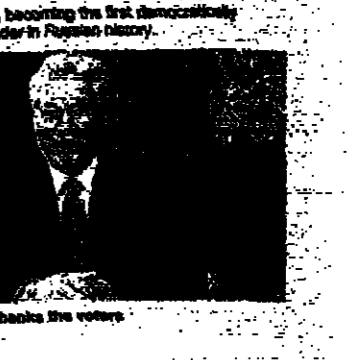
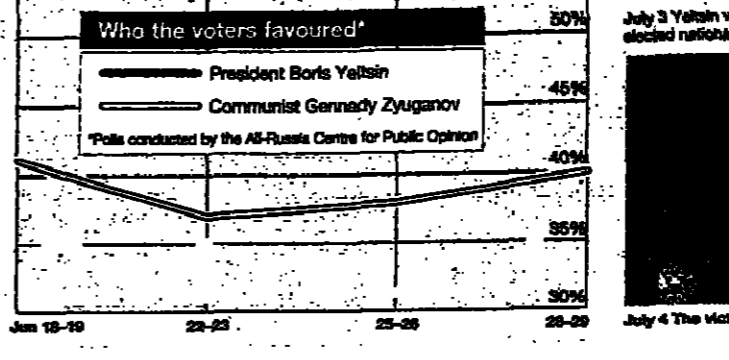
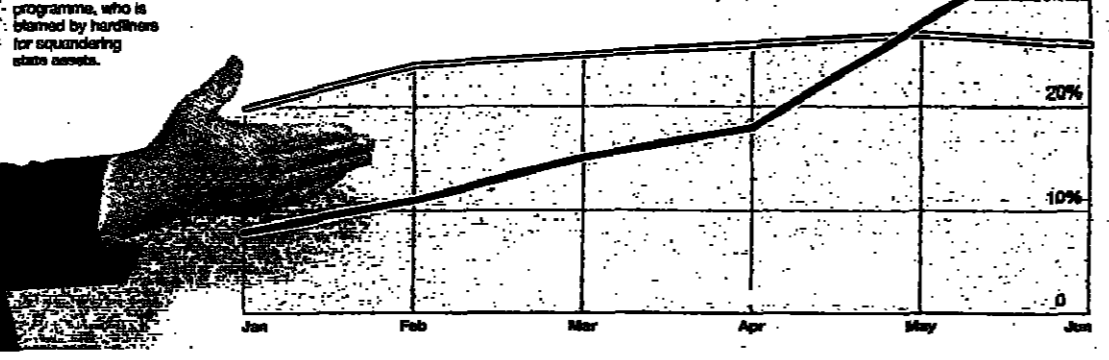
February He announces decision to run for presidency. IMF approves \$12.2bn loan...

March Yeltsin calls an end to military action in Chechnya. April Signs a union treaty with Belarus...

June In elections on June 16, Yeltsin won 53 per cent of the vote against 32 per cent for Gennady Zyuganov...

June 17 Yeltsin appoints retired General Alexander Lebed as Secretary of the Security Council...

June 25 He makes three top Kremlin headlines, including First Vice Prime Minister Oleg Soskovets...



Victory for Russian-style democracy and capitalism

A century and a half ago the Marquis de Custine, one of Russia's most eloquent foreign chroniclers, concluded that this vast Slavic wilderness was united principally by the fact that "Russians, great and small, are drunk with slavery..."

Over the past five years Russia has undergone a wrenching transformation from central planning to a market economy. The Kremlin's haste to shift property from the government to private owners has turned a cottage of political insiders into overnight billionaires in a process which can, with equal justice, be described as the theft of the century...

Even yesterday, on the day of one of the greatest triumphs of his career, Mr Yeltsin declined to appear in public, marking the eighth day of the 65-year-old leader's seclusion. In the tight-lipped Soviet tradition which they have been faithfully following since Mr Yeltsin first disappeared from view, senior government leaders have refused to explain the president's mysterious illness...

The premier's performance was a swift and polished move to step into the potential political vacuum which seems to have opened up less than a day after an election. Nevertheless he still faces powerful challengers, including Mr Lebed and Mr Yuri Luzhkov, the influential mayor of Moscow.

Masterly performance from ailing president

From under 8% in opinion polls just six months ago he came back to win a resounding victory

President Boris Yeltsin may have given millions of Russians many reasons to doubt him but his impressive victory in the presidential elections confirms his standing as the most masterful national politician of his age. At the beginning of the year, the ailing president appeared to have little chance of winning a fresh mandate as he languished in the opinion polls with less than 8 per cent support.

Chernomyrdin (left), lining up to succeed Yeltsin, listens to presidential aide Victor Ilyushin. Formed by those hardcore Soviet Communists who lacked either the skills or the desire to follow their comrades into Boris Yeltsin's Kremlin, the new Russian Communist party fought this month's election with fire and brimstone promises to set right the injustices of the Yeltsin regime.

Euphoria in markets at election result

There was a barely suppressed sense of euphoria in Moscow's financial markets yesterday after traders woke to the news of Mr Boris Yeltsin's comprehensive election victory. But astute investors customarily celebrate events before they happen. Much of yesterday's elation has already been reflected in the price of Russian financial assets.

Even if the government does press purposefully ahead with reform it will have to deal with an inevitable shake-out in the banking sector, where hundreds of under-capitalised, over-extended financial institutions will surely perish in a harsher low-inflation environment.

THE FINANCIAL TIMES Published by The Financial Times (Europe) GmbH...

Rival companies threaten to bring their own product into disrepute

Fizz goes out of Spanish bubbly

What started as a commercial spat between the two giants of Spanish bubbly has ended up muddying the wineries of Catalonia and threatens to bring down the region's champagne look-alike, into disrepute.

Brussels may seek more help on vetting state aid

The European Commission is considering asking EU member states to clarify and streamline its authority to vet state aid to industry, to enable it to deal more effectively with a marked rise in its workload.

Handwritten signature or stamp at the bottom of the page.

Slow progress in curbing public deficit prompts call for action 'as rapidly as possible'

UK warned over pre-election tax cuts

By Lionel Barber in Brussels

The UK government cannot afford pre-election tax cuts if Britain is to stay on course for joining the single currency in 1999, according to a warning by the secretive EU monetary committee.

The monetary committee blames slower than expected progress in curbing Britain's public deficit and calls for action "as rapidly as possible".

The warnings about the British budget deficit and the recommendations for corrective action are contained in a document which is expected to be endorsed by EU finance

ministers at a meeting in Brussels next Monday.

Eleven other EU member states - including France and Germany - will receive similar censure about "excessive deficits". Only Denmark, Ireland, and Luxembourg escape being put on a blacklist for running deficits beyond the target of 3 per cent of GDP in 1996.

All candidates for monetary union will be judged on their performance in 1997 at a meeting of EU leaders in spring 1998.

The Maastricht criteria include exchange rate stability, low inflation and interest rates, budget deficits and government debt of 3 per cent and 60

per cent of GDP respectively, or movement at a satisfactory pace in that direction.

The monetary committee - made up of senior national treasury officials - agreed to recommendations on corrective action in each member state this week.

While welcoming the UK government's commitment to reducing its deficit, it notes:

"If a deficit of 3 per cent of GDP or less is to be achieved in 1997 there would appear to be no room for relaxation with respect to revenue and expenditure policy given the recent weaker than expected trend in revenues... continued tight control

of expenditure will be necessary."

For Mr Kenneth Clarke, UK Chancellor, the recommendations on corrective action could be helpful in fending off pressure from Tory backbenchers for tax cuts ahead of the general election, to be held by next May at the latest.

However, officials in Brussels noted that the link between meeting Maastricht criteria for Emu and the potential for tax cuts could prove politically sensitive in the UK.

Tory Euro-sceptics are pressing the government to rule out joining the single currency in the next parliament. As a concession to his right-wing, Mr John Major, UK prime minister,

has pledged to hold a referendum on the single currency. But Mr Clarke has insisted on keeping all options open on whether to join Emu.

The monetary committee's document notes that the UK government last spring postponed its goal of hitting the Maastricht treaty target of 3 per cent of gross domestic product from 1996/7 to 1997/8.

It also notes that the British deficit target of 4.5 per cent of GDP - which EU finance ministers recommended last year - is "unlikely" to have been realised in 1995/6. For 1996/7, the UK government has forecast a deficit of 3.5 per cent of GDP.

Failures of the euro exam. Page 18

Moody's upgrade gives Italian leader a fillip

By Andrew Hill in Milan

Italy's seven-week-old government yesterday basked in the approval of bond and equity markets, following this week's decision by Moody's, the US credit rating agency, to upgrade the country's credit rating.

The upgrade to Aa3, the first since 1991 by Moody's, provided some relief for Mr Romano Prodi, Italy's prime minister, at the end of a fortnight during which his centre-left administration has come under fire for both a lack and an excess of economic rigour.

Mr Sergio Cofferati, general secretary of CGIL, the largest union federation, criticised the government for proposing cuts in social spending, and setting an over-ambitious target for inflation of 2.5 per cent in 1997. Unions are concerned about the inflation target because it provides the basis for wage negotiations.

The Bank of Italy's reluctance to lower interest rates until inflation is well under control, and a slowdown in forecast economic growth, are also limiting the new government's room for manoeuvre.

Since coming to power, the government has approved a mini-budget for 1996, consisting of Lit6,000bn (\$10.3bn) of



Prodi: half-measures 'useless'

corrective measures. Last week, Mr Carlo Azeglio Ciampi, the treasury and budget minister, introduced the three-year macro-economic programme, which aims to reduce the budget deficit to 3 per cent of GDP in 1998, a year later than the Maastricht criteria for entry into Emu. The 1997 budget, due in the autumn, will aim to find Lit3,400bn in cuts and new revenue.

The three-year programme was attacked by Mr Mario Monti, one of Italy's European commissioners, who said he had expected more of a stable

government at the beginning of a five-year mandate. The criticism hit home, especially as the centre-left government has set a return of the lira to the exchange rate mechanism as one of its early objectives.

Speaking at the CGIL congress, Mr Prodi said his government had to "turn a new page, and half-measures would be worthless".

"We are making this great effort, the effects of which must last for years. But we have managed to obtain, for the first time, an equitable division of the burden," he said.

Yesterday, Italian bonds and equities strengthened and the lira was stable at just over Lit1,000 to the D-Mark.

But in an indication of the sensitivity of the economic situation, the government had to clarify comments made by Mr Carlo Azeglio Ciampi, the treasury and budget minister, in which he seemed to suggest another mini-budget would be necessary in early 1997. Mr Massimo D'Alema, leader of the PDS, said there was no such manoeuvre in sight.

The treasury said that the economic programme provided for an acceleration of convergence with Maastricht this autumn, if economic and market conditions allowed.

Court to probe search of mayor's apartment

By David Buchan in Paris

The Paris appeals court said yesterday it would examine a dispute that has broken out between magistrates and police over a search last week of the apartment of Mr Jean Tiberi, the mayor of Paris, thereby ensuring this awkward affair for France's Gaullist establishment rumbles on.

At the centre of the judicial row is Mr Eric Halphen, a magistrate who had been investigating allegations that Mr Tiberi improperly let his son rent a city-owned apartment and who is still investigating allegations that housing contractors had inflated their bills in order to pass money to the Gaullist-dominated Paris city council.

Last week's decision by the Paris prosecutor to take Mr Halphen off the case of the Tiberi son's apartment brought sharp criticism from opposition Socialists. But a much wider outcry, extending to magistrates and even some Gaullists, had followed the earlier refusal by the head of the Paris criminal police to let his officers join Mr Halphen in searching the mayor's own apartment.

The police are generally supposed to do the bidding of magistrates in possession



Tiberi: threatened legal action

of an investigation mandate.

The Paris appeals court has now agreed to the request of the French magistrates' association to consider the propriety of the police chief's inaction. Its closed-door hearing on Monday may be inconclusive, but it prolongs a bit further the "homes for the boys" affairs which have been swirling around the town hall and which caused Mr Juppé acute embarrassment last year when the Paris prosecutor ordered him out of his own city-owned flat in Paris.

If the allegations about Gaullist mismanagement in

the capital, of which President Jacques Chirac was for 18 years mayor, rumble on, they could split government backbenchers, if not the government itself. Inside the ruling Gaullist RPR-centre/right UDF coalition, a few MPs identified with Mr Chirac's Gaullist presidential rival, Mr Edouard Balladur, have openly complained about the Paris police's behaviour.

However, the police chief's insistence that he acted without consulting his political superiors has for the moment stifled suggestions of a high-level cover-up. Mr Tiberi has fought back by saying he will take legal action against those who leaked results of Mr Halphen's investigations to the police.

Mr Alain Juppé, prime minister, has said the government may try to legislate to stop the widespread leaking of judicial investigations.

Mr Juppé defended his government's economic record in a TV interview on Wednesday night. He admitted that "for several weeks, there has been bad news" on the economy. Holding out the prospect of a rosier future, he insisted that "we have a policy that bears fruit", though it consisted of reforms that were aimed at "the 5-10 years to come".

EUROPEAN NEWS DIGEST

Works councils total up in EU

More than 140 companies operating in the European Union have already set up works councils, three months before the controversial European Works Council Directive takes effect, according to research by the European Commission.

The list includes 13 UK companies, even though the directive does not cover the UK because of its opt-out from the Maastricht treaty's social chapter. The directive says every company operating in the EU employing over 1,000 people, with 150 of them in at least two member states, must establish a workers' information and consultation committee.

Many companies have acted early, as concluding agreements before the directive takes effect on September 22 avoids certain formal requirements, such as establishment of a special negotiating body.

German and French companies make up half the list, with 43 and 31 respectively. The US and Japan appear seven times each, while EU members only Spain and Greece are not represented.

Neil Buckley, Brussels

East German land claims delay

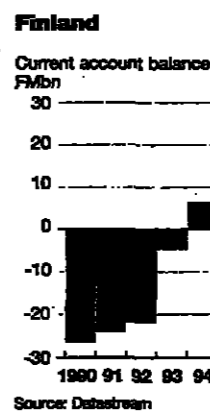
Property claims for east Germany's agricultural land can not be resolved until the end of the century, at which time some land can be bought and sold at market prices, the BVVG, the agency charged with privatising east German land, said yesterday.

Delay in settling property rights to 1.1m hectares of land placed in 1991 under the BVVG, a division of the Treuhands privatisation agency, stems from hundreds of claims from former landowners who had property expropriated by the Soviet administration that occupied eastern Germany in 1945-49. However, under the terms of the German unification treaty of 1990, they had not been entitled to any compensation, unlike land confiscated by the Nazis in 1933-45 or by the communists between 1949-90.

Judy Dempsey, Berlin

ECONOMIC WATCH

Finland records trade surplus



Finland's preliminary current account for May showed a FIM2.6bn (\$560m) surplus after a revised FIM1.1bn deficit in April, according to figures released yesterday by the Bank of Finland. The surplus in the five months to May was FIM4.5bn, down from FIM5.7bn a year earlier. The data from the central bank also showed Finland's trade surplus rising to FIM4.6bn in May, up from FIM3.2bn the month before.

The Bank of France yesterday lowered its key intervention rate to 3.55 per cent from 3.6 per cent. It left its less closely watched five-to-10 day emergency lending rate unchanged at 4.9 per cent.

German industrial orders rose 0.3 per cent in May from April, much less than the 2.6 per cent surge in April. West German orders fell by 0.3 per cent month-on-month but were outweighed by an 11 per cent increase in the east, which kept the pan-German figure positive.

SIEMENS NIXDORF



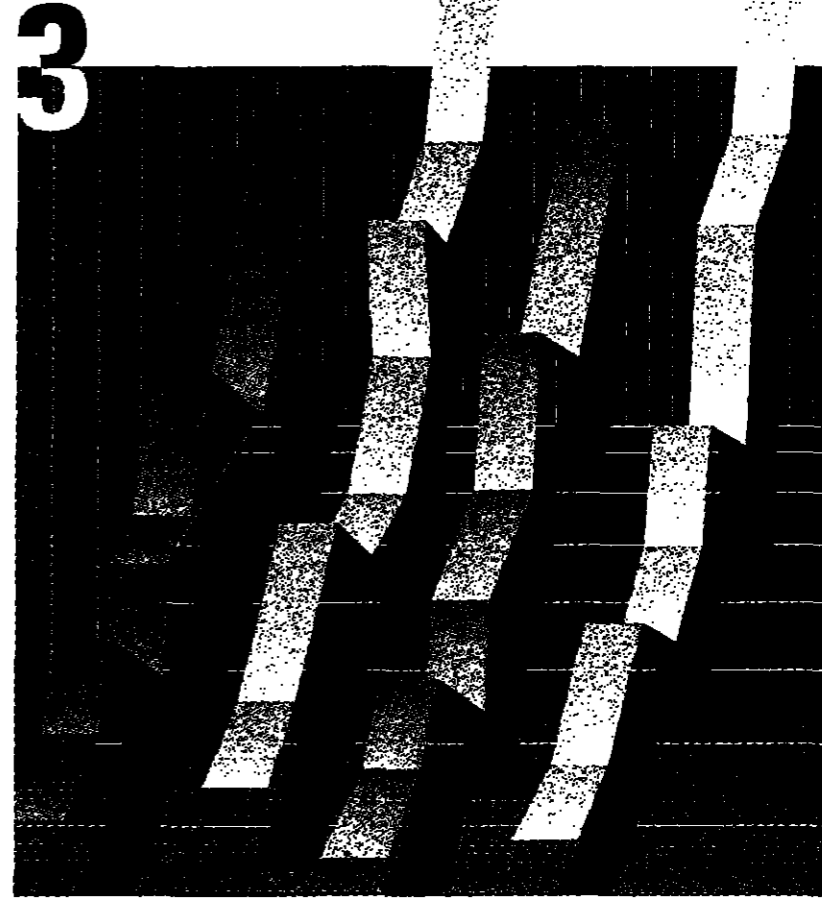
Change Attitudes

Lean Management, global competition, downsizing... Even if you've had your fill of the buzzwords being bandied about by the business press and would rather build upon your organization's proven structures - you're still going to be feeling the extreme dynamics of the market. And you're ultimately going to have to respond to growing time, quality and cost pressures. A new, process-oriented way of thinking will allow you to act, not react.



Use Siemens Nixdorf's Consulting Power

Process-oriented thinking means calling into question your organization's internal processes - and incorporating the dynamic competitive environment in your thinking. This is the principle upon which the comprehensive business process reengineering solutions from Siemens Nixdorf are based. From the initial strategy all the way to firmly establishing the reengineered process structures in your organization. You'll also be benefiting from the introduction of powerful IT tools and forward-looking computer solutions. When Siemens Nixdorf handles reengineering projects, they're cost-effective and consistently transparent.



Accelerate Processes

What business process reengineering really offers you is simply put: optimum positioning in the competitive environment and quantum leaps in efficiency. Fundamentally reengineered business processes allow you to make optimum use of your existing potential - with the focus on the customer and profitability. A custom-tailored corporate strategy, optimized processes and leading-edge information systems all combine to form a flexible whole. Which means you'll be doing more than merely adapting to the fast pace of change. You'll be playing an active role in shaping it.

Siemens Nixdorf: User Centered Computing

NEWS: WORLD TRADE

Brussels airline probe faces squally skies

Commission's inquiry into transatlantic link-ups is setting off on an uncertain flight

Competition watchdogs in Brussels are notorious for working in lofty isolation. So the joint investigation into transatlantic airline alliances launched this week by Mr Karel Van Miert and Mr Neil Kinnock, the competition and transport commissioners, is a striking break with tradition.

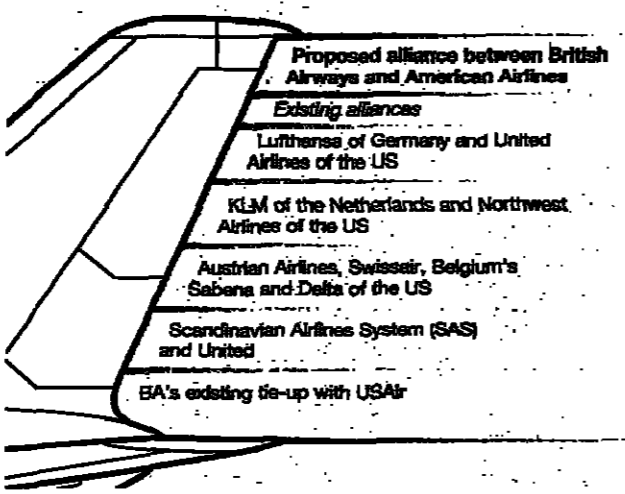
So, too, are the reasoning underpinning the investigations and the methods chosen to pursue them. Largely untested by the European Union, they could invite a bruising confrontation with member states, ever suspicious of Commission attempts to expand its formal treaty powers.

It is uncertain, however, whether this muscle-flexing is a bold gambit by Brussels regulators to get ahead of rapid structural change in the airline sector - or a desperate attempt to avoid being left behind.

Airlines on both sides of the Atlantic suspect the latter.

"None of the other alliances, which have been approved by the US Justice Department and implemented, has been investigated either by their national authorities or by the Commission," says Mr Robert Ayling, chief executive of British Airways, whose recent link-up with American Airlines helped trigger the

Under a cloud: EU probes into transatlantic tie-ups



important consideration after last month's decision by the Council of Ministers to give the Commission the mandate it has eagerly sought to negotiate with the US on "open skies" arrangements on behalf of the EU.

Having the competition investigations up its sleeve could strengthen Brussels' bargaining position with Washington, which has refused to grant

anti-trust exemption to transatlantic alliances unless European governments opened their markets to US carriers.

But to establish its right to intervene the Commission has had to resort to imaginative - some say over-ambitious - interpretation of EU policy and law. The treaties give Brussels an explicit remit only to vet airline competition within the EU. Though the Commission thinks that may be affected by the alliances, it also wants the right to examine transatlantic competition and access by European carriers to the US market.

It has invoked Article 89, an obscure and vaguely worded treaty provision which, Brussels says, empowers - indeed, requires - it to act against infringements not caught by Articles 85 and 86, the EU's main weapons against restrictive practices and mergers. But Article 89 has been so rarely used that no formal procedures exist for applying it.

The Commission's interpretation risks being challenged by EU governments on principle as well as on legal grounds. "Member states do not like the Commission asserting powers which are not explicitly spelled

out. This is likely to make some of them very angry," one EU legal expert said.

Several challenged in the European Court Brussels' use of an equally untried treaty article in the 1980s to open state monopolies to competition. Though the Court sided with Brussels in the end, the case took months to decide.

It is unclear how the EU's investigations will mesh with those by national authorities, and what will happen if their conclusions differ, particularly as Article 89 requires them to co-operate. Britain's Office of Fair Trading is considering asking the Monopolies and Mergers Commission to investigate the BA-American deal.

Equally controversial is the Commission's decision to investigate existing alliances, some as much as seven years old, which it failed to challenge at the time. It argues that while, individually, they gave no grounds for concern, cumulatively they have led to market concentration which raises fresh competition worries.

Independent legal experts say that while that view may be justifiable in theory, it has

seldom been applied in practice. Brussels will therefore be seeking to impose the law without benefit of precedent.

Airline executives believe the Commission really chose to investigate all the alliances because it could have been accused of unfair discrimination if it had pursued only the BA-American deal. Mr Ayling says the two airlines only got together in response to link-ups between other carriers.

Some alliance partners are likely to argue that, having failed to intervene earlier, the Commission's watchdogs are now trying to turn the clock back.

It is also unclear what action Brussels could take if it found some link-ups anti-competitive after they have been in operation for years.

The one certainty is that the Commission is playing for high political stakes, presumably because it judged it had no alternative. If it wins, it will establish important new precedents and powers. But if it loses, it risks a bloody nose.

Guy de Jonquieres, Michael Skapinker

Cuba to press for Lomé-style trade access to EU markets

By Canute James in Bridgetown

Cuba is seeking a trade agreement with the European Union which will give it access to preferential markets similar to that enjoyed by the 70 countries of the African, Caribbean and Pacific (ACP) countries.

Cuban government representatives are to meet the European Commission in Brussels next month to argue the country's case for an arrangement similar to the Lomé Convention, according to Mr Jorge Bollandos, the first deputy foreign minister.

The possibility of Cuban participation in a trading arrangement with the EU will also be discussed by the 15 Caribbean members of the ACP in November. They are expected to consider the impact of such a development on their markets in the EU, and the prices which they receive for their exports, mainly commodities, if

Cuba is granted trade preferences. "We are the only country in the Caribbean which is not a beneficiary of a trade treaty with the European Union," Mr Bollandos said in Barbados, where he is observing this week's summit of the Caribbean Community (Caricom).

"We do not yet know whether we will seek to be a part of the Lomé Convention, or something else, as the convention will soon expire."

The convention is a trade and aid treaty between the EU and the ACP group, made up of former colonies of European powers. The signatories have preferential entry to the EU for several of their exports, and benefit from aid from the EU. The current convention expires in 2000, and it is widely expected in the EU and the ACP that it will not be renewed in its current form.

"We are entitled to such an arrange-

ment and we have the capacity to make use of it," said Mr Bollandos.

Cuban sugar, citrus and maize would benefit immediately from a Lomé-type arrangement, Mr Bollandos said.

Cuba's interest in being a signatory to the Lomé Convention or a similar agreement is likely to disappoint the US, which has been trying to increase economic pressure on Cuba to bring about economic and political reforms. Most of Cuba's leading trading partners, including Canada, Mexico and the EU, and its neighbours in the Caribbean, have rejected efforts to tighten the economic sanctions.

"We will not be happy at such a development, although we would not be surprised, given the reluctance of the Europeans to pressure the Cuban regime into respecting the human rights of its people," said a US envoy to the Caribbean.

Malaysia eases line on telecom mergers

By James Kyng in Kuala Lumpur

Malaysia, in a surprise policy reversal, is to stop trying to force mergers in its telecommunications industry and will instead allow free competition to rationalise the sector.

Mr Leo Moggie, minister for energy, telecommunications and posts, said all six companies with full service licences would be allowed to keep them. Since January the government has said repeatedly that it wants to see only three full service operators.

The policy switch is being seen as a recognition that months of government persuasion have failed to bring about the mergers.

Foreign observers welcomed the change of tack as a return to a more consistent regulatory framework and free market economics. Many foreign diplomats and investors had criticised the decision because of the apparently

arbitrary way in which the government decided which company could keep its licence and which could not.

The share price of Telekom Malaysia - which was never in danger of losing its licence - fell 30 cents to M\$22 as it became clear that the former state monopoly would face five competitors for longer than expected.

It is not yet clear how the policy reversal may affect foreign interests in Malaysia's telecoms sector. Deutsche Telekom last month agreed to buy a 21 per cent stake in Technology Resources Industries at an estimated cost of M\$570m (US\$228m). TRI was set to be one of the three licensed operators.

For US-based International Wireless Communications, which owns 30 per cent of Sistem Telekom Wireless, the move is an unexpected boon because its partner was resisting a forced merger.

WORLD TRADE NEWS NEWS DIGEST

Investors shy of Asean region

South-east Asian economies are no longer attracting as big a share of foreign investment in Asia, an Asean conference on regional investment was told yesterday. The Association of South-east Asian Nations (Asean) - which includes Indonesia, Malaysia, the Philippines, Singapore, Thailand, Vietnam and Brunei - must implement an Asean investment Area to shore up foreign investment, the group's secretary general, Mr Ajit Singh, said. Asean's share in total foreign direct investment flows to Asia dropped to 31 per cent from 60 per cent between 1991 and 1994, he said.

"If this trend continues, Asian economies may find it difficult to sustain their pace of industrial development and economic momentum in line with our planned national economic objectives," he told heads of Asean investment agencies.

Reuters, Kuala Lumpur

Boost for Canadian lumber

Canadian lumber exporters have achieved a long-awaited breakthrough with a decision by Japan's construction ministry to accept Canadian grading standards. The decision is expected to ease red tape significantly for suppliers of so-called "red" planks which are the staple material for building of wooden houses.

Until now, structural lumber exports have had to meet Japanese grading standards. Over 50 Canadian sawmills, mainly in British Columbia and Alberta, have so far been accredited under the Japanese standard. Canada supplies about 80 per cent of the lumber used in Japan's fast-growing market for wooden homes. Exports are running at about C\$600m (US\$440m) a year. Japanese buyers will now have the option of specifying either Canadian or Japanese grading standards. Five Canadian lumber associations have been approved as grading authorities.

Bernard Simon, Toronto

'Rights' barriers condemned

Mr José Angel Gurria, Mexico's foreign minister, in Singapore for two days, yesterday cautioned against using environment and labour rights as "spurious" excuses to keep out cheaper goods produced by competitors from developing nations. He said that these issues were better left to be dealt with by such bodies as the International Labour Organisation.

Poorer countries with cheaper labour accuse the west of using the issues to impose non-tariff barriers, violating the spirit of free trade. The issues are likely to dominate the inaugural World Trade Organisation ministerial meeting in Singapore in December.

AP-Dow Jones, Singapore

Zimbabwe suspends new tariffs

Zimbabwe yesterday suspended new tariffs introduced this week aimed at protecting local industries from cheaper imports flooding the market. Mr Herbert Murerwa, finance minister, said. He said the government was suspending the tariffs to allow further consultations with its partners within the 12-nation Southern African Development Community. The tariffs, which followed years of intensive lobbying from local companies, raised import duty on goods including textiles, clothing and batteries.

Reuters, Harare

Austrian energy giant OMV said yesterday it had acquired 31 petrol stations in Hungary from Kuwait Petroleum Company. With the acquisition of the filling stations, operating under the Q8 name, OMV increases its market share in Hungary from 5 to 9 per cent.

AP-Dow Jones, Vienna

NEWS: ASIA-PACIFIC

India oil price rise prompts wide protests

By Mark Nicholson in New Delhi

Indian industry, trade associations and politicians, including some from within the coalition government, yesterday attacked the United Front for sharply raising administered fuel prices, as economists warned the move would help push inflation towards double figures within months.

The 25-30 per cent rise in petrol, diesel and liquid petroleum gas prices incurred the predictable wrath of groups such as opposition parties - with the Bharatiya Janata party threatening to stir up nationwide "agitation" - and taxi and auto-rickshaw drivers, 28,000 of whom in Madras parked their three-wheelers in mass protest.

But the move was also condemned by the Communist Party of India, part of the 13-party governing coalition, and by its sister, the Communist Party (Marxist), and leaders of the Congress party, which both support the UP from "outside".

The price row promises the UP an awkward and noisy start to the "monsoon" session of parliament which opens next week and during which the month-old government will present its budget - on July 22.

The political delicacy of the budget - which must somehow convince markets and investors of the government's fiscal rectitude while meeting the spending ambitions of the UP's

mainly leftwing or "social justice" component parties - was emphasised by the CPDM, which has been highly influential in determining UP policy. It warned that the coming budget "must display an alternate approach to resource mobilisation" than the fuel rise, which it said hurt farmers and the poor hardest.

Industry, too, was critical, with the Confederation of Indian Industry calling the move "anti-poor" and "extremely inflationary", and the Federation of Indian Export Organisations saying the cost increases would hit export competitiveness.

Despite the outcry, the prime minister, Mr H.D. Deve Gowda, said the price rises would stand. He and ministers claimed the price rises were overdue, had been delayed for political reasons by the former Congress government, and were necessary immediately, and before the budget, since further delay would have threatened India's ability to finance oil imports in July and August.

However, the price rises will transform the inflationary outlook for India, adding costs across the board to industry and transport, where fuel demand is inelastic and prices are likely to be passed on to consumers. Mr C.L. Kaw, chairman of India's Railways Board, said the rise would add Rs3bn (US\$5m) to rail's annual fuel costs alone.

BOMBER KILLS 21 IN TAMILS' FORMER STRONGHOLD

A Sri Lankan minister responsible for rebuilding the former Tamil rebel citadel of Jaffna narrowly escaped assassination yesterday but 21 others died in the kamikaze-style attack directed against him, officials said, Amal Jayasinghe reports.

A woman member of the separatist Liberation Tigers of Tamil Eelam blew herself up as Housing Minister Nimal Sri-pala de Silva got into his car after inaugurating a building materials store in

the heart of the northern town of Jaffna, officials said.

Mr de Silva went on state radio within hours of the attack and vowed to press ahead with an ambitious plan to rehabilitate Jaffna, wrested from Tamil Tiger control after a series of military operations began in October. "I will not be deterred by this attack," he said.

Mr de Silva was a clear target for the Tamil Tigers since he had been hand-

picked by President Chandrika Kumaratunga to implement an ambitious plan to reconstruct Jaffna. The government is banking on foreign aid to carry out the work and last Thursday President Kumaratunga appealed for help from the international community.

Colombo-based diplomats who met the president raised concerns of safety and security in Jaffna and there were no firm offers of cash.

Jaffna's long road to rebirth

The only thriving business in Jaffna is run by elderly men filling out compensation claims for war damage. Three men sit outside the bombed hospital in the town helping the less literate write petitions to qualify for government rehabilitation aid. With nearly 80 per cent of homes damaged by years of war, there is no shortage of customers.

Government forces drove out the separatist Liberation Tigers of Tamil Eelam (LTTE) after a series of military operations begun in October last year and brought the entire Jaffna peninsula under their control last month.

The International Red Cross estimates about 400,000 Tamil men, women and children forming about half the peninsula's population have crossed rebel lines and returned home, exceeding the expectations of the authorities.

Mr Somapala Gunadheera, Jaffna's top rehabilitation official, said the priority was to restore food supplies to the refugees who returned to Jaffna and ensure their homes are repaired.

"Food and shelter are the most important things at the moment," Mr Gunadheera told

reporters here last week. "This is not a normal situation but we are trying to get things back to normalcy at the earliest."

Supplies are slow to reach Jaffna because the main land routes are still under Tiger control.

President Chandrika Kumaratunga yesterday said she planned to rebuild Jaffna, former capital of Tamil separatism in the country, as a "peace city" and called for international aid for the project. "The government has committed itself to the policy of accelerated reconstruction of the seriously damaged infrastructure in the area," she said.

Mr Mangala Samaraweera, telecommunications minister, said rebuilding the Jaffna telecommunications network alone was estimated to cost at least \$300m and he hoped to get foreign aid for the work.

The government is clearly banking on the Jaffna rehabilitation to lift the flagging economy. The region has not contributed to the country's economy in the five years under rebel control.

Mr G.L. Peiris, justice minister, who is also deputy finance minister, told the Foreign Correspondents' Association in Colombo that the budget deficit, which was 8.4 per cent of GDP last year, will be much wider this year because of

stepped up military action against the Tamil Tigers.

"The main reason for the escalating expenditure is, of course, the war. For the year 1996 we had budgeted for a sum of Rs38bn for military expenditure," he said.

"Now the indications are that that will be nowhere near sufficient and we will have to substantially increase the amount to be spent on the war. Never in our country has so much been allocated for military purposes."

He said no amount of fiscal incentives was enough to attract foreign investors while the Tamil Tigers were able to carry out terrorist attacks that destabilised the country.

The minister said it was extremely difficult to prepare next year's budget and expected economic growth this year to be substantially lower than the 5.5 per cent of last year.

Almost all private companies have reported disappointing results in the first quarter, compounding the problems of the tiny Colombo stock exchange, which has been on a steady bear run for nearly two years.

Amal Jayasinghe

No amount of fiscal incentives is enough to attract foreign investors while the Tamil Tigers are able to carry out terrorist attacks that destabilise the country

control and the authorities have only a handful of ships to ferry food and other essentials from the capital, Colombo, 400km to the south.

Mr Gunadheera said urgent reconstruction work in the Jaffna peninsula, was expected to cost Rs18bn (US\$25m) and the government expected most of the money to come from foreign donors.

The British government had offered to refurbish a diesel-

ASIA-PACIFIC NEWS DIGEST

Chinese deficit down on target

China's central government budget deficit in 1995 was slightly lower than projected, Mr Liu Zhongli, minister of finance, said in a statement on last year's final budget to the standing committee of the National People's Congress, China's parliament. Mr Liu, quoted by the official Xinhua news agency, said revenues in 1995 were up 11.2 per cent over the previous year, totalling Y238.7bn (US\$51bn), while expenditure rose 9.3 per cent to Y242.9bn, resulting in an overall deficit of Y6.23bn - Y388m less than projected. However, the level of government revenues remains low when measured as a proportion of gross domestic product. In 1995, revenue raised by the central government amounted to less than 7 per cent of GDP.

Sophie Roell, Beijing

Suharto health fears hit currency

The Indonesian rupiah tumbled against the dollar yesterday, following reports that President Suharto was suffering health problems, underscoring the sensitivities surrounding the succession to a man who has governed for 30 years. Mr Suharto, 75, is due to fly to Germany tomorrow for treatment.

Mr Murnidiono, state secretary, said "the president is in good health", prompting the rupiah, which dropped to a low of 2,389 against the dollar on reports of the president's illness, to recover at 2,383.5 at the close.

Mr Suharto completed three official engagements yesterday, including a meeting with Japanese legislators. Jitters over President Suharto's health again raises questions about expectations that he plans to run for a seventh term as president in 1998.

Mariaela Saragosa and agencies, Jakarta

Cash boost for Bangkok bank

Thailand's troubled Bangkok Bank of Commerce, taken over by the government in May after piling up more than \$8bn in doubtful loans, will receive a capital infusion of \$1.6bn in a plan to save it from collapsing. Half will come from an issue of 2bn new shares and the rest from a five-year convertible debenture issue.

Private sector investors, led by the Tantipattapong family who control a pineapple-canning empire, will provide a portion of the new capital. The Tantipattapongs will end up with a 49 per cent stake in the bank, up from its current 15 per cent stake. The government, through its financial institutions' rehabilitation fund, will also subscribe to the new shares, and bonds and will control 40 per cent of the bank, up from 39 per cent. Other banks and private investors will control the rest.

Ted Bardacke, Bangkok

New Zealand's 'kingmaker' rejects claims of a threat to stability

By Richard Adams in London and Terry Hall in Wellington

Mr Winston Peters, leader of the New Zealand First party and possible kingmaker after October's general election, yesterday rejected foreign investors' fears that his party's policies could threaten the country's economic stability.

Overseas markets have been demanding a premium to reflect political risk, as New Zealand faces a likely coalition government involving NZ First after the election. The party's policies include rewriting

the key Reserve Bank legislation which sets rigid inflation targets. Mr Peters' party favours widening the inflation band from a set 0.2 per cent to a flexible one set below that of New Zealand's leading trading partners. Earlier this month the Reserve Bank alarmed markets by announcing in its six-monthly report that the target would be breached.

Mr Peters, who was in London yesterday where he met City investors and brokers, dismissed their concerns as "good spin". "It's not a credible explanation on my part. Those same risk factors were built in

before NZ First began rising in the polls." Mr Peters said he was willing to consider a coalition with any of the other parties: "NZ First is the only consistent party that has said it is willing to talk to anyone, without preconditions."

The ruling National party government leads the latest polls with support of 36 per cent of voters, followed by NZ First with 27 per cent, the Labour party on 20 per cent, and the left-wing Alliance party on 11 per cent.

There is intense interest in whether Mr Peters can maintain this level of popular

support following a series of public setbacks. He was ordered to pay NZ\$50,000 (US\$34,000) in damages on Wednesday in a defamation action brought by a businessman. Mr Peters has also been criticised in parliament by the head of New Zealand's serious fraud office, over comments made at the inquiry into the corporate use of the tax-free status of the Cook Islands.

At the same time, National's problem is that none of its natural allies register more than the 5 per cent threshold required to gain seats in parliament. Mr Jim Bolger, the National prime minister,

will have to woo one of the other main parties to stay in power.

NZ First would make an unlikely partner. Mr Peters was a National MP and cabinet minister before he walked out in 1993 to form the populist NZ First, whose policies include a sharp cut in immigration.

The first serious coalition proposals have been made by National towards Labour, its traditional rival and main parliamentary opposition. Mr Bolger has openly suggested Labour join it in a coalition, but Ms Helen Clark, Labour leader,

has robustly rejected these overtures.

Political observers say that if Labour backed National before the election it would lose votes from its traditional supporters. The suggestion of a coalition is thought to have sparked last month's failed leadership challenge from Mr Mike Moore, the former Labour prime minister.

Mr Clark's survival may have been spared a NZ-Tab deal. Her deputy, Mr David Cargill, was a possible minister of health in a NZ-Tab cabinet, but he retired after being replaced by an ally of Mr Moore as deputy leader.

Handwritten signature or stamp at the bottom of the page.

Hopes of UK-Argentine co-operation underlie consortia's licence applications

Six groups bid to seek Falklands oil

By Jimmy Burns in London and Matthew Dorman in Buenos Aires

Six international consortia have bid for oil exploration licences in disputed waters off the British-owned Falkland Islands, on the apparent understanding that there will be a co-operation between neighbouring Argentina and the UK.

Those bidding include a consortium led by Lasmco, a joint venture involving British Gas and the Argentine oil company YPF; a partnership between the Dutch Shell Exploration BV and the Italian company Agip; the UK-based Amarada Hess and Destra, a UK-registered company which has the former governor of the Falkland Islands, Sir Rex Hunt, as one of its main shareholders.

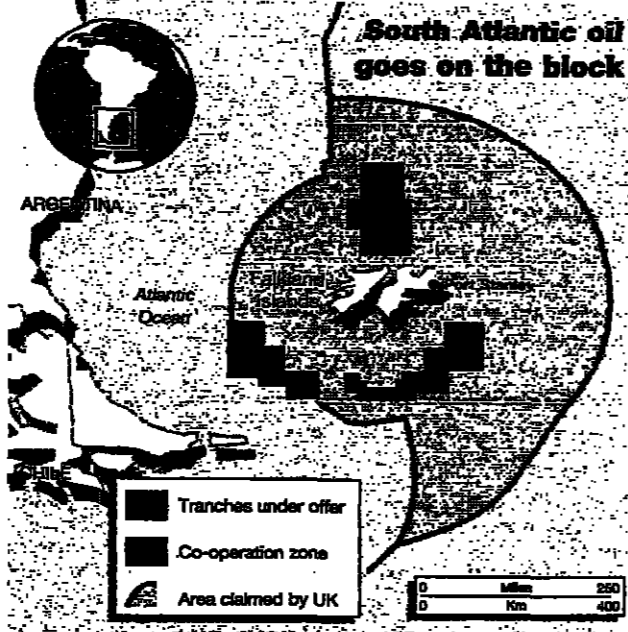
The bidding groups comprising 14 companies have applied for licences in 10 of the 19 geological tranches on offer - each comprising a number of blocks - over an area of 44,000 sq km north and south of the islands.

Mr Andrew Gurr, the chief executive of the Falkland Islands government, described the bids as an "encouraging response" to the oil licensing round officially launched in October last year.

However the oil industry yesterday remained cautious about oil prospects in the area and insisted that the bids had been made on the basis that Buenos Aires and London would agree to co-operate in future exploration.

Mr Andrew Crouch, general manager for corporate affairs at Lasmco, said last night: "This remains a high risk area which has generated quite a lot of interest. It is too early to talk of an oil bonanza. But the basis on which we are making our investment is that there will be an agreement between the UK and Argentina."

The bids will now be subject to analysis by the British Geological Survey in Edinburgh,



which will advise the Falklands government of the feasibility of the proposals.

The government plans panel interviews with bidding consortia in London next month, and hopes to be in a position to award exploration licences before the end of the year.

The government's oil licensing administrator in London, Mr John Martin, said the government hoped bids would be awarded in time to permit exploration to begin in early 1997.

London and Buenos Aires have over the past year been trying to avoid letting the oil issue undermine the commercial and diplomatic relations which have been improving since the two countries went to war over the islands in 1982.

The Argentine government last year told oil companies they would have to pay a levy of up to 3 per cent of any oil revenues extracted from waters around the Malvinas, as Argentina calls the islands. Nevertheless, Argentina and

the UK subsequently reached an agreement on oil exploration co-operation, emphasising the economic benefits from oil that might be shared by both countries.

Under the agreement reached in New York, a joint Anglo-Argentine commission will supervise exploration and revenue-sharing in the so-called Co-operation zone. This is an area south-west of the islands, covering waters that are partly indisputably Argentine, and partly claimed by the UK.

The Argentine government dropped an earlier threat to take legal action against oil companies in Falkland waters after considering the negative impact this might have on future foreign investment.

London and Buenos Aires have instead reached a tacit agreement enabling each country to collect royalties from oil exploration from disputed waters while officially denying the right of the other side to do so.

Argentina plans nuclear sell-off

David Pilling on a bill intended to secure funding for a new plant

Many third world countries have privatised their clapped-out telephone systems, ageing electricity grids or run-down sewerage works. But none has attempted what Argentina is about to do - hang a "for sale" sign above its nuclear industry.

Congressmen last month began to debate a controversial bill to privatise two working power stations and one unfinished plant, the core of Argentina's nuclear programme which was begun in the 1950s and on which the state has lavished billions of dollars.

But the state has run out of cash. The reason for the sale is to get the private sector to fork out the estimated \$600m-\$700m required to finish Atucha II, a 750MW plant that has since 1981 swallowed \$2bn of taxpayers' money, but has yet to produce a single therm of energy.

"This is not a privatisation whose objective is to earn the state a lot of money," says Mr Augustin Blanco, former president of Nucleoeléctrica Argentina, a body created to run the plants in the lead-up to privatisation. "The fundamental objective is to finish Atucha II."

In spite of opposition from environmentalists and some politicians, legislation required for the sale - bulldozed through committee stage in June - stands a fair chance of approval by the Peronist-dominated Congress.

The outcome of the privatisation itself is less clear.

Any private group that agreed to finish Atucha II, located 100km north of Buenos Aires, would also be given the operating concession for two working nuclear plants, the ageing Atucha I and the more modern Embalse. Cash flows from these two plants, which account for 14 per cent of Argentina's energy consumption, would theoretically pay for Atucha II's completion.

Private operators are believed to be interested in an operating concession for Embalse, an efficient Canadian-designed 648MW plant commissioned in 1984. But most companies are more reticent about operating the older Atucha I, a 340MW plant that has been churning out nuclear energy for two decades.

Atucha I, designed by Siemens of Germany to meet the government's requirements for a heavy-water plant fuelled by natural uranium, uses technology unknown outside Argentina. Furthermore, the facility requires a refit to prolong its life by another 15 years, at a cost estimated by the government at \$15m-\$50m, but at much more several private-sector experts.

"The [Atucha] reactor technology is somewhat unknown, which will make the privatisation more difficult," comments an executive of a foreign nuclear group. Private companies are being asked to take on a "job lot" of three very different projects at varied stages of their useful life, he says. "I can understand a

potential operator being put off."

Argentina, however, has resisted pressure from potential bidders, including companies from Canada, the US, Britain, France and Spain, to offer the plants separately. Without the sweetener of Embalse, the Atucha plants could prove impossible to sell.

"The two working plants will generate cash flow to finish Atucha II," says Mr Blanco. "That is the whole point of the privatisation."

Persuading a single consortium to take on three quite separate projects is only part of the battle. Argentina must also develop a formula that limits the private operator's liability for accidents, decommissioning and eventual disposal of fuel.

The extent of such liabilities could be determined by environmental legislation passed 30 years ago now.

The aborted first attempt to sell nuclear plants in the UK - the only other country to embark on nuclear privatisation - failed, says Mr Blanco, "because the government did not properly evaluate the risks being transferred to the private sector. The British experience

taught us to pay more attention to this fundamental question."

Argentina's bill, drafted after receiving advice from Kleinwort Benson, First Boston and the local Banco General de Negocios, stipulates that the private operator take out insurance to cover nuclear accidents up to \$50m. Above this amount, the state would pay. The operator would also contribute to a fund over the life of the reactors which would be used by the state for their eventual decommissioning.

If future technology or legislation made decommissioning more expensive than envisaged, the state would pay the additional cost. The same mechanism would be used to finance disposal of high-level waste. In such a case, a limited financial burden would be transferred to the private operator, but the state would maintain ultimate responsibility.

The difficulty with the solution, admits Mr Blanco, is "the more costs we unload on the private operator, the less we can expect to earn from the privatisation." Argentine legislators might find it hard to explain to a nationalistic public why Latin America's most sophisticated nuclear industry was being sold off for a pittance.

Objections to introducing the profit motive into such a controversial sector also run deep. "The nuclear industry can't be determined by supply and

demand," says Mr Rafael Cambareri, a Radical deputy. "It's a very dangerous industry that, with just one mistake, can cost the lives of millions."

"It doesn't make any difference whether the state or a private operator is running the plants," argues Mr Blanco. "What guarantees safety is having an effective regulatory body."

The debate has been muddied further by articles in the privatisation bill which establish the legal framework for the creation of a dump for high-level nuclear waste. Claims by opposition politicians that the government intends to establish a site in Gastre, in the Patagonian province of Chubut, sparked angry marches last month throughout the region. "We don't want Argentina turned into the world's nuclear rubbish heap," says Mr Cambareri, who represents Chubut in Congress.

The government shows signs of backing down on this point, but some officials say nuclear privatisation would be impossible if potential operators cannot be guaranteed a site for disposal of high-level waste. "Sooner or later the country is going to have to face up to this subject," says Mr Blanco.

Whether this and other objections will be enough to derail the privatisation is not yet clear. "No one can predict whether this sale will be successful or not," says Mr Blanco. "But there's a good chance we'll pull it off."

Suspected Mexican rebel leader held

By Leslie Crawford in Mexico City

The leader of a radical peasant organisation in Mexico has been arrested and charged with sedition in connection with the emergence of a new guerrilla group in the western state of Guerrero.

Mr Hilario Mesino Acosta, leader of the Southern Sierra Peasant Organisation (OCSA), was jailed at a detention centre in Acapulco after being arrested outside his Mexico

City home on Wednesday, his family said yesterday.

The state government of Guerrero confirmed Mr Mesino's arrest. Officials said they suspected his militant organisation was behind the self-styled Popular Revolutionary Army, which made its first public appearance at a small hamlet in the mountains north of Acapulco last Friday.

The OCSA and the leftwing Revolutionary Democratic party were holding a ceremony in memory of 17 peasants

killed by police a year ago, when masked men and women, dressed in green fatigues and armed with AK-47 rifles, appeared, read a manifesto calling for the overthrow of the Mexican state, fired shots into the air, and disappeared into the hills again.

The debut of the alleged guerrillas has not upset Mexico's financial markets this week. The peso has remained stable, while trading on the stock market has been lacklustre.

Investors said they did not believe the new guerrillas posed a serious military threat.

Their uniforms looked new and well-pressed - not the attire of insurgents who have slogged through in the jungle for months. They were carrying walkie-talkies and expensive weaponry, which are easily obtainable in Guerrero thanks to the presence of drug-traffickers.

According to anti-narcotics agents, Guerrero, and the adjoining states of Jalisco,

Michoacan and Nayarit, form the hub of illegal drug production in Mexico.

Guerrero is thought to be Mexico's biggest producer of marijuana and the heroin poppy. Like most drug economies, Guerrero has been flooded with money and weapons, while the police and the army cannot be trusted by central government.

There is speculation that drug traffickers could be financing the armed group to divert the army's attention.

Tight race for Ecuador presidency

By Sarita Kordell

In an election which appears too close to call, Ecuadorians are to choose on Sunday between Mr Jaime Nebot, leader of the pro-market Social Christian party, and his populist rival, Mr Abdalá Bucaram.

Mr Nebot is holding a slim 4-7 point lead over Mr Bucaram in opinion polls ahead of the second-round run-off of the presidential election.

Mr Bucaram of the Roldosista party has been courting the poor, while Mr Nebot has tried to soften his market-oriented, authoritarian image

with promises of housing and other social benefits.

Foreign investors, as well as a high proportion of Ecuadorian businessmen, are backing Mr Nebot in the expectation he will go ahead with economic liberalisation and privatisation programmes. Uncertainty about Mr Bucaram's economic policies was reflected in currency and bond trading last month.

After the first round of the election in May, narrowly won by Mr Nebot, Mr Bucaram forged ahead in the polls. But his belligerent outbursts and showmanship appear to have

backfired and Mr Nebot has gained ground rapidly in the last three weeks.

Some 20 per cent of electors are still regarded as undecided, but Mr Santiago Nieto of the polling group Informe Confidencial says he believes these votes will be distributed fairly evenly between the candidates, abstentions and void ballots.

The winning candidate takes over the presidency from Mr Sixto Durán Ballén on August 10 for a four-year term. No party has a majority in Congress and the next president's first task will be to build a political alliance to govern.



Nebot: ahead in polls

Miners block Brazil gold-digging

By Jonathan Wheatley in São Paulo

A dispute between wildcat miners and Companhia Vale do Rio Doce (CVRD), the Brazilian government-controlled mining giant, has stopped exploration at what is set to become Latin America's biggest gold mine, and at least one contractor is preparing to abandon the site.

Three hundred wildcat miners, known as garimpeiros, occupied the find at Serra Leste in the northern state of Pará on May 3. CVRD said yesterday the occupation had cost the company and its sub-contractors R\$5m (US\$5m) and one

of 13 drillings would close next week when its operator, Geosol, left the site.

The occupation began after CVRD announced the discovery of deposits containing at least 150 tonnes of gold in February.

Garimpeiros who had previously worked nearby at Serra Pelada, an open mine famous for its lawlessness and scene of one of the century's biggest gold rushes in the 1980s, claimed rights to the find. They occupied the site and prevented CVRD and its contractors from drilling. Equipment has been seized. 11 CVRD employees kidnapped

last week were released after signing promises that the company would cease operations. The garimpeiros' demands include 30kg of gold for each of 22,700 former miners at Serra Pelada, or 681 tonnes.

"We have had many, many legal disputes with garimpeiros from Serra Pelada and CVRD has won them all," said Mr Luis Carlos Nepomuceno, general manager at the site. Last week a Pará state court ruled that the garimpeiros must leave and pay fines of R\$600,000. "Now we are waiting to see what moves the court will take to enforce its ruling," he said.

Mr Nepomuceno said the garimpeiros had blocked access to the site and to a shantytown housing 6,000 people, many of them former miners at Serra Pelada.

Inhabitants had received death threats aimed at preventing from them taking jobs at the new mine.

"The climate is very tense," he said. "It is very difficult to negotiate because the garimpeiros have no leaders, they are very chaotic."



IRELAND. THE SERVICES CENTRE OF EUROPE.

Many large European and American companies have recognised the value of setting up a pan-European Services Centre where administration, data processing, software services, customer support or teleservices can be provided to serve each of their international markets.

If you are looking for the best location for your Centre, look no further than Ireland; thanks to our advanced telecommunications technology, no other country is closer to the heart of Europe - yet no other country has more competitive telecommunications costs.

Ireland can also offer a well educated, multilingual and flexible workforce at a lower cost. Add in a substantial tax benefit and you have the most effective Services Centre in Europe.

If you want to find out how you can join major companies such as IIT Sheraton, Best Western, Electrolux, Whirlpool, American Airlines, Bertelsmann/AOL, Point Information Systems, GmbH, and UPS in making the most of Ireland's telecommunications advantage, give us a call.

HEAD OFFICE

Ireland
Wilton Place,
Dublin 2, Ireland.
Tel: +353 1 603 4000
Fax: +353 1 603 4040
e-mail: idal@idatda.ie
web: http://www.ida.ie

Germany
Düsseldorf.
Tel: (211) 436 02 00

Netherlands
Amsterdam.
Tel: (20) 679 8666.

United Kingdom
London.
Tel: (171) 620 3941.



To advertise your
Commercial Property
And reach 52,000 property decision makers.
Contact
Courtney Anderson +44 0171 873 3252
Nadine Howarth +44 0171 873 3211
Fax +44 0171 873 3098

NEWS: INTERNATIONAL

THE SUMITOMO AFFAIR

Why Mr Copper chose British provincial team

Robert Thomson and Clay Harris talk for the first time to the men who Sumitomo turned to for discretion

Now resident in Monaco for tax reasons, Mr Ashley Levett and Mr Charlie Vincent are keen to portray themselves as good British corporate citizens. They say they have paid their taxes, personal and company, and been subject to "just about every regulatory authority".

Just about every regulatory authority in the world of commodities is now taking an active interest in the company they created, Winchester Commodities, and its role in the meteoric career of Yasuo Hamanaka, Mr Copper, dismissed for losing Sumitomo Corporation \$1.8bn in unauthorised trades.

Riled by media suggestions that they are "playboy nobodies" who, inexplicably, came to handle almost 50 per cent of copper trades for the powerful House of Sumitomo, they want to explain how a commodity trader based in provincial England became a natural ally for the star copper trader in Tokyo.

"Why did Sumitomo and all these other companies trade with this tinpot company... it's this small company, blaah," says Mr Levett, the irony lifting his voice an octave higher. The short history is that he was vice-president of the London metals broking arm of Drexel Burnham Lambert, the US house which went bankrupt in February 1990 after the collapse of the junk bond empire created by Michael Milken.

His speciality was trading copper futures, one of the first on the London Metal Exchange to do so "in volume". He left to join a broking company, DLT Commodities, established by Mr David Threlkeld, a for-

mer client but now an adversary. Mr Threlkeld, now based in Vermont in the US, has been a rich source of information about Winchester in the days following the Sumitomo revelations last month. It appears the two men fell out over pay and the management of DLT, prompting Mr Levett to form Winchester, based in the British city of the same name.

Mr Levett's experiences had given him firm ideas about the desired shape of the new company. "First of all we decided that we needed lines of credit. The business was changing and we thought that we would then get a banking partner. In the aftermath of the tin crisis in 1985 there was very little capital spread around

"I think what he liked about us was that we'd make a price and he knew he could deal. Bang, he would deal..."

the LME. In terms of paid-up capital, I think the highest capitalised company on the LME at that time was about \$20m, which was Rudolf Wolff."

The way around this limit was to bring in Crédit Lyonnais Rouse, commodities arm of the state-owned French bank. "We had Crédit Lyonnais [Rouse] there as, if you like, our banking partner and then we started in the business... we



CHARLIE VINCENT

gave them the documentation on the companies and quite often they would meet clients with us. We'd send clients into their offices, they'd travel with us."

Another priority in putting together Winchester, he says, was to ensure that it would be difficult for competitors to know who was behind the orders, giving their clients the market advantage of anonymity. "The LME has quite a history of lack of confidentiality. Because of our market position, we were in a position where a client could enjoy a contractual obligation from a first class bank and have the ability through an off-market house to remain invisible. So when any client traded through us, the brokers couldn't see who was conducting the trade."

With the structure in place, Winchester began the courting of Sumitomo, which had used DLT Commodities, among other companies, for copper trades. The Crédit Lyonnais Rouse connection was crucial - Charlie Vincent had worked there as a market maker in 1988 and CLR had cleared deals for DLT, continuing to do so after Winchester was established.

"I joined in June/July 1991 and naturally one of my first business trips after that was to go to Tokyo to see Sumitomo Corporation to establish some trading lines with Crédit Lyonnais Rouse, which we did," Mr Vincent said.

Winchester's origins

- 1988-89: Levett leaves Drexel Burnham Lambert to work for David Threlkeld, a former client and copper trader.
- March 1991: Levett forms Winchester Commodities after quitting DLT Commodities in dispute with Threlkeld.
- 1991: Charlie Vincent, formerly a trader at Crédit Lyonnais Rouse and DLT, joins Levett at Winchester as co-owner.
- 1991-1995: Winchester handles bulk of Sumitomo trades - 40 to 50 per cent at times.
- June 1995: Levett resigns Winchester directorships and moves to Monaco.



ASHLEY LEVETT

The courtship began slowly. "This unique relationship - the introducing broker format - took some time for the Japanese culture to really digest and understand. We made clear Crédit Lyonnais Rouse are the principals of all Winchester's client base." Vincent was impressed by Mr Hamanaka and was convinced that he is honest. "There are also adamant that he was not a 'rogue trader' and that Sumitomo executives were aware of the Hamanaka strategy - controlling much of the LME's physical copper stocks, around which he built a complex network of derivatives deals."

"Whenever I did a business trip to Tokyo and arranged a meeting with Sumitomo, I was instructed to meet on the third floor and taken around the trading desk and introduced to a lot of Japanese people, and then we'd go and sit down and have a meeting," Mr Vincent recalls. "But Mr Levett suggests that even Winchester was unaware of the

extent of Sumitomo's exposure. He said Mr Hamanaka had "16 different (credit) lines around the market place" and estimates that Winchester was handling about 40 to 50 per cent of the Sumitomo trades.

"Typically [Mr Hamanaka] would come up and make a request. You knew that he had to match his physical book. He would come up and ask for certain options. We would quote him, make markets. I think what he liked about us was that we'd make a price and he knew he could deal. Bang, he would deal, and then we

Mr Vincent says he wants to do charitable works: "There's a misunderstanding of who we are as people"

could venture out into the marketplace."

Chinese traders were apparently less sophisticated. Mr Vincent recalls visiting the Shanghai office of the state-owned China International Trust and Investment Corporation in the early 1990s, when they had "pieces of paper stacked up and four guys sitting there with a bunch of phones and pencils, trading options, selling options on the LME."

Fund for Africa to be launched

By Carole James in Barbados

The Commonwealth is to launch a development fund for Africa in London next week with an initial \$20m to invest in companies which are being divested and expanded.

The fund has been organised by the Commonwealth Secretariat, and will be followed by others for the Caribbean and for India. Chief Kweka Anyoku, the Commonwealth secretary general, said in Barbados yesterday.

Seed capital of \$25m has been provided by the Commonwealth Development Corporation, a British organisation which provides development capital and investment finance for projects in several countries.

The CDC will manage the fund. The rest has been raised in Commonwealth countries including Singapore, Malaysia, Brunei, South Africa and Zimbabwe. More money for the fund will be raised on international financial markets.

The Africa fund, like the others which will follow, will be operated commercially, and is not regarded as aid to the African countries, officials of the Commonwealth Secretariat said yesterday.

The fund will be used for companies which are viable, and not to support ones which lose money. The fund will concentrate on small and medium-sized private sector businesses, and will make initial investments of between \$2.5m and \$5m.

The launch of the fund in London will coincide with the visit to Britain of President Nelson Mandela of South Africa, Chief Anyoku said.



Anyoku: more funds to follow

Anglo American fires 28,000 wildcat platinum strikers

By Roger Matthews in Johannesburg

All 28,000 underground workers at the world's largest platinum mine in South Africa have been sacked after defying a court order to return to work.

The final 7,000 miners were dismissed yesterday, following similar action against 21,000

men earlier in the week. Anglo American Platinum Corporation, which owns the Rustenburg mine 100 miles north of Johannesburg, said the total loss of output was costing it \$13.5m (\$3.1m) a day.

The strike, which started last week, is unofficial and has been condemned by both management and the National Union of Mineworkers. Mr

Egalema Motlanthe, general secretary of the NUM, said the strike was being led by non-unionised miners. "They are a self-elected group and are severely intimidating our members who wish to return to work," he said.

Management and the NUM also agree that the demands by the strikers are impossible to meet. These include the

repayment of income tax deductions, the return of contributions to the death benefit scheme, and, most bizarrely, the full payment of death benefits to the entire workforce.

Management has said it would be willing to re-employ most of the strikers if they go back to work almost immediately. However attempts at

negotiation, including the intervention of the ruling African National Congress, failed to make progress.

The dispute is believed to be causing growing concern to the government, which has put great emphasis on introducing sophisticated labour legislation designed to prevent wildcat strikes.

At the root of the problem

appears to be an agreement by management two months ago to refund miners' contributions to their pension fund, following a five-day stoppage.

A company spokesman said they had resisted the demands because refunds were not in the best long-term interests of the workers, but eventually succumbed.

Representatives of the union

official strike committee repeated yesterday there was no question of a return to work without a full payment "of what is rightly our money". If there is no softening of this stance, management is expected soon to begin ejecting the strikers from the hostels to which they live, in order to begin recruiting a new labour force.



If the rainforests are being destroyed at the rate of thousands of trees a minute, how can planting just a handful of seedlings make a difference?

A WWF - World Wide Fund For Nature tree nursery addresses some of the problems facing people that can force them to chop down trees.

Where hunger or poverty is the underlying cause of deforestation, we can provide fruit trees.

The villagers of Mugungu, Zaire, for example, eat papaya and mangoes from WWF trees. And rather than having to sell timber to buy other food, they can now sell the surplus fruit their nursery produces.

Where trees are chopped down for firewood, WWF and the local people can protect them by planting fast-growing varieties to form a renewable fuel source.

This is particularly valuable in the Impenetrable Forest, Uganda, where indigenous hardwoods take two hundred years to mature. The *Martianthus lotos* trees planted by WWF and local villages can be harvested within five or six years of planting.

Where trees are chopped down to be used for construction, as in Panama and Pakistan, we supply other species that are fast-growing and easily replaced. These tree nurseries are just part of the work we do with the people of the tropical forests.

WWF sponsors students from developing countries on an agroforestry course at UPAZ University in Costa Rica, where WWF provides technical advice on growing vegetable and grain crops.

Unless help is given, soil is exhausted very quickly by "slash and burn" farming methods. New tracts of tropical forest would then have to be cleared every two or three years.

This unnecessary destruction can be prevented by combining modern techniques with traditional practices so that the same plot of land can be used to produce crops over and over again.

In La Planada, Colombia, our experimental farm demonstrates how these techniques can be used to grow a family's food on a small four hectare plot. (Instead of clearing the usual ten hectares of forest.)

WWF fieldworkers are now involved in over 100 tropical forest projects in 45 countries around the world.

The idea behind all of this work is that the use of natural resources should be sustainable.

WWF is calling for the rate of deforestation in the tropics to be halved by 1995, and for there to be no net deforestation by the end of the century.

Write to the Membership Officer at the address below to find out how you can help us ensure that this generation does not continue to steal nature's capital from the next. It could be with a donation, or, appropriately enough, a legacy.



WWF World Wide Fund For Nature (formerly World Wildlife Fund)

International Secretariat, 1196 Gland, Switzerland.

Omens not good for troubled Burundi's 'African solution'

Michela Wrong holds out scant hope for an international mission to keep the peace between Tutsis and Hutus

Rwanda, Somalia, Liberia. The list of recent international security operations in Africa is not an inspiring one. Yet despite this catalogue of compromise, failure and retreat, another concerted attempt to bring peace to an African troubled spot is being planned: this time in Burundi.

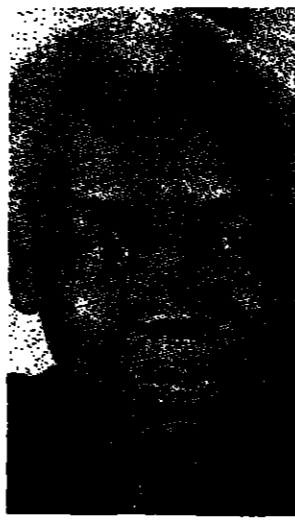
Given the complexity of the crisis in this tiny nation, where the conflict between the Tutsi-dominated army and Hutu-led rebels claims a thousand lives a month, many would argue that all the elements for another botched mission are in place.

Nonetheless, the momentum behind the formation of an East African force to restore order in Burundi is looking formidable. Leaders attending the Organisation for African Unity summit in Cameroon on Monday will almost certainly be asked for their approval.

Details of what is being planned - how many men, under whose command, how big a budget, who will pay for what, when the force could go in and what precisely it would do - remain tantalisingly nebulous.

All that is known is that Tanzania, Uganda and Ethiopia - joined perhaps by a reluctant Kenya - are ready to send troops to protect politicians, civil servants and key installations in Burundi and help restrain the security forces, responsible for so many of the country's atrocities.

Dubbed "an African solution to an African problem" by US officials, the planned deployment is a measure of the west's growing indifference to Africa's problems. Despite constant warnings of impending disaster from Mr Boutros Boutros Ghali, the west has shrunk from action in Burundi. The UN secretary general's call in February for



Nyerere: arm-twisting

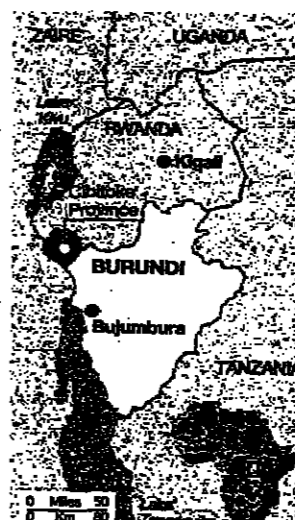
25,000 troops to be placed on standby in various countries, ready for a humanitarian intervention, aroused little enthusiasm.

A report by the International Crisis Group, an American think-tank, showed why. It estimated such an operation would cost between \$1bn and \$2bn, require 1,000 to 3,000 crack troops, and need rules of engagement more aggressive than those used in Bosnia.

Scared by their experiences of previous African missions, the US, France and Belgium have offered funding and logistical support, but not a single soldier. An African initiative, paid for and co-ordinated by the west, was all that remained.

Until recently Burundi's government had resolutely rejected outside interference. An apparent breakthrough came last month in Arusha, when Burundi's Hutu president and Tutsi prime minister together asked a regional summit for help.

Arm-twisting by Mr Julius Nyerere, the former Tanzanian president who has been chair-



The Mogadishu warlord.

Burundi's main rebel group has already shown an unwillingness to co-operate. Suspicious of the planned intervention of Uganda, regarded as a friend of the Tutsis, the National Council for the Defence of Democracy says it would treat the peacekeepers as a hostile invasion force unless it was involved in negotiations.

More worryingly, the support of the Tutsi community is looking increasingly uncertain. The president and general have backtracked vigorously since their return to Bujumbura and are now at odds over what had been agreed in Arusha.

Mr Nduwayo sold the deal by his constituency by insisting the African force would come under Burundian command. It is as seems probable, right-wing powers reject this condition, the army and Mr Nduwayo's Uprons party may well join extremists in denouncing the accord.

Planners would thus be confronted with the old, half-baked prospect: an intervention opposed by both the army and the rebels.

As leaders prepare for the OAU summit, another landmark is emerging. With a deployment viewed in Burundi as imminent, protagonists are under pressure. Factions are hurrying to consolidate their positions, and the likelihood of a coup has probably never been higher.

An army crackdown is already under way in the north-west Cibitoke province, a rebel stronghold. Since no aid organisations operate there, no one knows exactly what is happening. But the rush of 4,000 refugees to Rwanda and Zaire is a sign that, for the moment at least, the "African solution" to an African problem" is exacerbating rather than easing tensions.

FOR THE SAKE OF THE CHILDREN WE GAVE THEM A NURSERY.

Handwritten signature or stamp at the bottom of the page.

السنة المالية

This year's investment research top dogs.

| | | | | |
|-----|-----------------------------|--------------------|------|------------------------------|
| | 1st | NatWest Securities | | |
| | 2nd | HSBC James Capel | | |
| | 3rd | SBC Warburg | 5th | BZW |
| | 4th | UBS Ltd | 6th | Merrill Lynch |
| 7th | Kleinwort Benson Securities | | 9th | Morgan Stanley International |
| 8th | ABN AMRO Hoare Govett | | 10th | Goldman Sachs International |

23 YEAR
EXTEL

Congratulations to the winners of the 23rd Extel Survey of Investment Analysts, the industry's most eagerly awaited and authoritative annual survey. Over 1800 analysts have been assessed on the quality of their investment research across 98 sectors by the UK's leading fund managers. Fierce competition and restructuring in the City means that the stakes are high. The appetite for research and its delivery is changing. Find out more by ordering your copy of the Extel Survey.

Call Karen Bailey on 0171 825 8000 or fax 0171 608 2032.
1996 Ranking of Investment Analysts Survey price: £325 (p&p inc.)



FINANCIAL TIMES
Information

A PEARSON COMPANY

<http://www.ft.com/>

Fund for Africa to be launched



trouble solution

an international

Imports' share of car market rises to 62%

By Haig Simonian, Motor Industry Correspondent

Imports continued last month to increase their big share of the British market for new cars. Their share rose to 62.3 per cent, and they captured 61.7 per cent of sales in the first half of this year.

The biggest gains were made by Volkswagen, which has seen its sales in Britain soar by 39 per cent this year thanks largely to improved supplies of the popular Polo compact hatchback.

Fiat also continued its strong product-led revival, while the group's Alfa Romeo subsidiary recorded one of its biggest improvements, albeit from a very low base.

Korean brands continued their incursion in to the UK market, with Daewoo raising its registrations by nearly 60 per cent and taking its market share for the month to almost 1.3 per cent.

Sales of luxury and executive

cars manufactured outside Britain continued to advance, partly on the back of new models. BMW's sales surged by almost 73 per cent last month, lifted by strong demand for the new 5-Series. Demand for Mercedes-Benz also proved strong thanks to the new E-Class range.

By contrast, Ford and General Motors saw their sales slip last month, while BMW's Rover offshoot, which yesterday announced the appointment of a new chief executive, suffered a very sharp fall in sales. Its market share fell below 10 per cent last month.

Mr Bernard Carey, Rover's head of corporate affairs, said the fall was regrettable, but argued that the company remained committed to its policy of focusing on margins rather than volume in its attempt to move upmarket.

"We're not unduly worried by the decline in share at the moment," he said.

Total registrations of new

cars from all manufacturers rose by 4.7 per cent year-on-year last month to 141,266. That pushed registrations for the first six months of 1996 to just over 1m. It was the first time since 1990 that more than 1m new cars had been registered in the first six months of a year.

Last month's figures, which continue a buoyant trend in this year's new car sales, prompted optimism among motor industry executives about prospects for the rest of 1996.

Mr Ernie Thompson, chief executive of the Society of Motor Manufacturers and Traders, said: "After a disappointing first quarter, we have now seen three months of consistent market growth... (that) suggests that a 2m market can be achieved this year."

Some manufacturers say

advance orders indicate that August should be a very good month. Sales in August are

Ford and GM lose market share

| REGISTRATIONS OF NEW CARS | May 1996 | | May '95 | |
|---------------------------|----------|---------|---------|--------|
| | Volume | Change% | Volume | Share% |
| Total market | 141,266 | 4.7 | 100 | 100 |
| UK produced | 53,357 | -5.4 | 37.8 | 41.3 |
| Imports | 87,909 | 12.0 | 62.2 | 58.7 |
| Japanese makes | 16,782 | 14.2 | 13.3 | 12.2 |
| Ford group | 28,472 | -4.8 | 20.2 | 22.2 |
| - Ford | 28,111 | -4.3 | 19.9 | 21.8 |
| - Jaguar | 361 | -31.0 | 0.3 | 0.4 |
| General Motors | 20,908 | -5.2 | 14.8 | 16.3 |
| - Vauxhall | 19,898 | -6.8 | 14.1 | 15.8 |
| - Saab* | 1,021 | -35.5 | 0.7 | 0.8 |
| BMW group | 17,221 | -4.3 | 12.4 | 13.6 |
| - BMW | 3,910 | 72.7 | 2.8 | 3.1 |
| - Rover | 13,311 | -14.3 | 9.6 | 10.5 |
| Peugeot group | 12,529 | 8.4 | 8.9 | 9.8 |
| - Peugeot | 10,990 | 8.4 | 7.8 | 8.5 |
| - Citroen | 4,409 | 3.2 | 3.3 | 3.6 |
| Volkswagen group | 12,612 | 29.7 | 8.9 | 9.8 |
| - Volkswagen | 8,665 | 51.7 | 6.2 | 6.8 |
| - Skoda | 1,978 | -10.5 | 1.4 | 1.5 |
| - SEAT | 612 | 0.6 | 0.5 | 0.6 |
| - Skoda* | 928 | -28.4 | 0.7 | 1.0 |
| Renault | 10,316 | 26.1 | 7.3 | 8.1 |
| Wipac | 7,481 | 9.1 | 5.3 | 5.8 |
| Fast group | 7,299 | 27.2 | 5.1 | 5.6 |
| - Fiat | 6,894 | 22.8 | 4.7 | 5.1 |
| - Alfa Romeo | 575 | 124.6 | 0.4 | 0.2 |
| Toyota | 3,776 | -2.7 | 2.7 | 2.7 |
| Honda | 3,527 | 11.8 | 2.4 | 2.2 |
| Mercedes-Benz | 2,148 | 19.1 | 1.5 | 1.3 |
| Volvo | 2,113 | -22.2 | 1.5 | 2.2 |
| Korean makes | 3,519 | 44.6 | 2.5 | 2.8 |

UK totals 95% of South American and has management control. *Includes Range Rover. **UK totals 91% of Skoda and has management control.

Source: Society of Motor Manufacturers and Traders

always high because it marks the start of a new year profits on licence plates. Mr Chris Wilkins, an official of BMW in the UK, said: "We are looking at an

increase in orders of about 30

per cent year-on-year. We sus-

pect August will be buoyant not just for us, but for luxury cars in general."

Brittan rebukes Tories on court 'myths'

By Lionel Barber in Brussels

Sir Leon Brittan, the European Union's trade commissioner, yesterday warned the British government not to play politics with the European Court of Justice in the forthcoming general election.

Sir Leon, a cabinet minister in the Thatcher governments of the 1980s, accused Eurosceptics in the Conservative party of spreading myths to undermine the court in spite of its crucial role as an enforcer of the single market rules.

He told the party's moderate Bow Group at the House of Commons that the threat of court action was forcing the French government to let Sotheby's hold auctions in France and to recognise the qualifications of British skiing instructors. It had also forced Spain to stop blocking sales of British chewing gum, and Greece to let the UK sell lemons in Greece.

"Britain must resist the temptation to call for the court's powers to be curbed just because a handful of high-profile cases have gone against it. Such a knee-jerk reaction would greatly damage the UK's long-term interest in building a European Union based on open markets, sound money and the rule of law," he said.

Sir Leon's speech coincided with an announcement in Brussels that the European Commission will take the UK to the court for failing to implement the EU Drinking Water Directive.

The UK is also expected to lose a hotly contested appeal against an EU directive introducing the 48-hour working week.

The government has singled out the court as a target for criticism as Euroscepticism in the Conservative party has grown.

In the Maastricht treaty review conference now under way, the UK wants to limit the court's retrospective application of judgments and restrict fines to instances where there is a "serious" breach.

Sir Leon appealed to his party to retain a sense of perspective. In 1994, the Commission made 93 referrals to the court for breaches of single market rules; only one case involved the UK.

Between 1990 and 1994, only six cases were referred to the court against the UK compared with an average of 30 for each other EU country. "There are countless cases of Britain using the court to challenge subsidies used by governments to bolster their industries at Britain's expense," he said.

The commissioner added that it was a myth to suggest that the European court was a persistent force for "Euro-centralisation". In 1994, the House of Lords asked the court to rule on whether Sunday trading violated EU law. The court replied it was up to Britain to decide," he said.

Europa, Page 18

BSkyB's digital plans gain momentum

By Raymond Snoddy

British Sky Broadcasting has sent out confidential specifications for the production of up to 1m digital satellite television receivers in a strong signal that it will launch 200 UK channels next year.

BSkyB wants the decoders made in the shops by September next year. The order would almost certainly be worth more than £250m (£390m) at factory prices.

The company, controlled by Mr Rupert Murdoch's News Corporation, may expand the service to as many as 500 channels in the longer term.

Apart from a large number of channels the service would feature near-video-on-demand, which devotes a large number of channels to a top movie so that there are many opportunities to view.

There are no plans to choose a number of "exclusive" manufacturers - anyone who meets the specifications will be able to manufacture. BSkyB wants the new digital boxes to retail for about £200.

The company is in talks with groups such as British Telecommunications and Barclays Bank to see whether the initial retail cost of the boxes can be subsidised in return for their involvement in the development of interactive services such as home shopping and home banking.

Speaking to a forum of the UK digital TV group yesterday, Lord Ingledwood, the broadcasting minister, told a forum of the UK digital TV group that Britain would be at the forefront of the digital television revolution.

"If digital is going to work anywhere in Europe it will be here," Lord Ingledwood said.

British Energy valuation signalled

By Stefan Wagstyl, Industrial Editor

Fund managers yesterday made preliminary bids of 200 pence to 230 pence a share for stock in British Energy, the state-owned nuclear power company which is being floated on the stock market.

This would put a value of between £1.4bn (£2.15bn) and £1.6bn on the company, towards the bottom of the £1.26bn to £1.96bn range indicated in the sale prospectus launched last week by Mr Ian

Lang, the trade and industry secretary. The price range

emerged as BZW, the stockbroker managing the issue, started collecting offers from investors around the world.

BZW estimated that the offer for institutions was "fully subscribed" at a price within the 200p to 230p range. The remaining shares have been reserved for sale at a discount to UK retail investors.

The stock for institutions is being sold by a tender offer which opened yesterday and runs until next Friday. Bidders

can amend or withdraw their bids before the close, but BZW is confident that yesterday's bids will stay in place, barring unforeseen stock market shocks. The broker said that early bids usually came from institutions which firmly intended to buy shares.

BZW also expects to sell the shares reserved for retail investors, who have until next Wednesday to apply for stock. Some 1.67m people have indicated their interest by registering at share shops, designated outlets for the stock. In the pri-

vatation of Railtrack, about a third of the 1.85m investors who registered at share shops eventually submitted bids.

However, both retail and institutional investors have greater reservations about British Energy than about Railtrack and other recent privatisations. They are concerned about possible future declines in electricity prices, the potential effects of a change of government and the long-term costs of handling nuclear waste and decommissioning nuclear plants.

Competition in supply

% of customers shopping around for their power

Customers over 100KW

Customers over 10KW

1990-1 91-2 92-3 93-4 94-5 95-6 96-7

Source: Offer

Stephen Littlechild: Offer director general

They were critical of the lack of central control over the process. Offer's alleged failure to take a lead, and whether competition would yield any real benefits to consumers given the very narrow margins which characterise the electricity supply business in the UK.

Prof Littlechild said, however, that competition held out the real possibility of lower electricity prices. He said consumers would be able to choose from a range of tariffs, and from a number of new providers.

He was sceptical about industry claims that the costs of introducing competition were high. Industry executives said it would cost about £300m (£450) - or about £15 per customer - to put in place the necessary computer systems to enable competition to work.

He said Offer estimated that it would cost companies about £1 a customer, or less than £30m in total, to put the necessary procedures and systems in

place. "Pretty much everything is on the table," he said. "People can see what's needed to be done and they can do it. Any competent supplier should be able to do it. If not, consumers will want to know why."

Prof Littlechild also dismissed the claims by Recs that margins were so narrow that competition would bring only modest falls in prices at best.

Prices may not have as far to fall as domestic gas prices do, however. With greater competition in generation and the ending in 1998 of residual subsidies to the coal industry, there should be scope for electricity prices to fall.

He also said the regional electricity companies had more scope to reduce their own costs which should feed through to

lower electricity prices. Separately, Safeway, Britain's third largest food retailer, said it was looking at offering its customers electricity supply. It currently has 4m holders of its loyalty card.

Safeway said one option would be to act as an agent to an electricity supplier. The latter would be allowed to set up kiosks in Safeway stores to access customers and process bills, and Safeway would take a commission on business done.

The alternative would be to supply electricity directly, a riskier move but one with the promise of higher margins. Safeway would have to buy a set amount of electricity from a generator, and hope it could then sell it on.

Signs of art market recovery

The long-awaited recovery in the London art market has triumphantly arrived, with a series of sales this week which have exceeded all expectations.

On Wednesday night Christie's sold works of art sent for sale by the Marquess of Bute for £10.7m (£15.6m) - well above the £5m pre-sale estimate. At Sotheby's yesterday a collection of European sculpture and works of art brought in £13.7m, with two lots selling for more than £4m.

Both sales contained high-quality antiques which appealed to serious collectors throughout the world. However, the demand for works of lesser quality was still weak.

The main beneficiaries from this week's auctions are the members of the British Rail Pension Fund. In 1974 the fund invested £40m in works of art. On Wednesday it sold 30 old master pictures for £5.6m at Sotheby's, including a Goya bull-fighting scene which fetched £2.6m. A carved gilt bronze base of a Romanesque candlestick of the early 12th century sold for £4.4m; the pension fund bought the carving for £605,000 in 1978.

Antony Thornicroft, London

First for female ambassador

The Foreign Office yesterday announced the appointment of Miss Maeva Fort, the current UK envoy to Beirut, to head Britain's embassy in South Africa. Miss Fort, a career diplomat who has spent 33 of her 55 years at the Foreign Office, will become much the most senior woman to have been sent abroad as a British ambassador. Miss Fort has served previously in a West African department of the Foreign Office, and as ambassador until 1993 to Mozambique.

Her promotion will go some way towards correcting a perception of male domination which has been a source of embarrassment to the Foreign Office.

Only seven of Britain's ambassadors are women, but Foreign Office officials stressed that the number of female heads of mission has risen to eight from only three in 1994. The preponderance of males in the upper ranks of the Foreign Office is in part a legacy of a policy that was applied until the early 1970s, under which women diplomats who married were expected to resign.

Bruce Clark, London

Travel groups clash

Thomson Travel Group, the UK's largest holiday group, yesterday attacked the country's smaller holiday companies for making "spurious claims" that the big operators misled consumers. The attack comes just days before an Office of Fair Trading Report on the package travel industry is due to be released.

The Association of Independent Tour Operators, which represents the smaller companies, argues that independent travel agents are more likely to give unbiased travel advice than the multi-travel agency chains which are linked to the larger tour operators. Ato also has also attacked the larger travel agents for making holiday discounts conditional on compulsory insurance.

Scheherazade Dameshkhia, London

British Airways pilots soon to set date for strike

By Michael Skapinker, Aerospace Correspondent

British Airways pilots said yesterday that they would announce the starting date of their strike on Tuesday. As they are required by law to give BA seven days' notice, industrial action could begin on July 16.

The strike could ground the BA fleet at the height of the summer season. BA has said it hoped to avoid a strike but hinted that it would bring in outside pilots to ensure its services continued. The announcement from

the British Airline Pilots' Association, a trade union, follows a 90 per cent ballot in favour of a strike by BA flight crew. Balpa says the strike is over the relatively low pay of some pilots at London's Gatwick airport and over inadequate pension provision.

BA said it was ready to have talks with Balpa. It had written to the union asking it to clarify the matters over which it differed with BA. "We can then get around the table and resolve the issues," the company said. "When we have talks is up to the

union. But we believe a strike would serve no purpose."

BA said it believed Balpa should re-ballot its members as the company had added to its original offer since the strike vote had taken place. BA said it had offered short-haul pilots at Gatwick pay increases of between 3 per cent and 10 per cent. That was in addition to salary rises of 3.5 per cent this year and inflation plus 6.5 per cent next year being offered to all staff. BA said pilots had voted before the new offer was made, adding: "They have voted on the old offer; if

the union wishes to proceed we believe it should hold a new ballot."

The additional rise for the Gatwick pilots would be conditional on an increase in flying hours from 645 hours a year to 710 hours.

The lower-paid pilots were originally employed by Dan-Air, the independent airline acquired by BA in 1992. BA said it had reached agreement with Balpa at the time that the Dan-Air pilots would continue to be paid less. This was because Dan-Air carried debt of £108m (£160.7m) and its future was not assured.

Balpa conceded it had reached the agreement with BA but added: "That was some years ago." It said the new offer of additional pay for Gatwick pilots was unacceptable because it involved a large increase in hours flown. "We've thrown it out as a complete sham," the union said.

The union said it had written to BA saying it knew what Balpa's position was. Balpa said: "We have told BA they are wasting our time. We want to get round the table if they come up with a reasonable offer."

Tender for the sale of **RAS Kiviter** by the Estonian Privatization Agency

ESTONIA

RAS Kiviter - chemical company
Address: Kohla-Järve, EE2020
Products: Shale oil derived products, phenols, resins, aromatic products, formaldehyde
Turnover in 1995: 938.3 million Estonian Kroons (76.9 million USD)
Employees, end 1995: 3500

For Tender Conditions and further information (Enterprise Profile, data on Estonia, visit authorization) please contact EPA. Office hours of EPA are Monday through Friday from 9 a.m. until 4 p.m. (local time).

ESTI ERASTAMISAGENTUUR
(Estonian Privatization Agency - EPA -)
Rävala 6 - EE9100 Tallinn, Estonia

Tel. +372 6 305 600 Fax: +372 6 305 698
+372 6 305 619 +372 6 305 699
+372 6 305 620

Closing date August 1, 1996

Parties trade insults as campaign opens

By John Kampfer and Michael Cassell

The protracted general election campaign began in earnest yesterday as Mr Tony Blair, leader of the opposition Labour party, unveiled his pledges for a first term of office. He began with a vow to cut taxes and keep public spending in check. The Road to the Manifesto, Mr Blair's personal blueprint, commits his party to radical constitutional change, tough law-and-order measures and a limited redistribution of priorities in health and education.

It is far removed from the party's manifesto at the last general election in 1992, which called for an increase in the top rate of tax, an across-the-board increase in state pensions and removal of

the ceiling on National Insurance contributions. With his shadow cabinet in attendance at the carefully crafted launch, Mr Blair said: "We are changed for good. We are not a tax-and-spend party. We are a party about investing in our future."

The Conservatives, whose attempt to parody the document backfired earlier in the week, said two of Labour's more original pledges - a windfall tax on privatised utilities to pay for youth training and diverting funds for private schools into the nursery sector - were economically unsustainable. Mr Gordon Brown, Labour's shadow chancellor of the exchequer, accused Mr Kenneth Clarke, the chancellor, of "descending from misrepresentation to

downtight deception". Mr John Major, the prime minister, served notice that the Tories would increase attacks on Labour's plans to raise up to £3bn (£4.6bn) out of the profits of gas, electricity and water companies.

Labour's plans included "taxes on Scotland, taxes on people with children aged between 16 and 18, taxes for living in London, taxes on jobs with the social chapter and the minimum wage", the prime minister told the House of Commons. "No wonder we talk of new dangers."

Tory strategists said senior ministers would embark in coming days on a co-ordinated media campaign in an attempt to pierce Mr Blair's slick operation. Both main parties are sending credit card sized *advertisements* to hundreds of

thousands of voters in key marginals. The Labour card stipulated the five specific pledges which Mr Blair said he wanted to undertake as soon as he took office. The five are:

- Cutting school class sizes to fewer than 30 children for the age group 5-7.
- Fast-track punishment for persistent young offenders, halving time from arrest to sentencing.
- Treating an extra 100,000 patients in the state health service by cutting £100m (£156m) on red tape.
- Removing 250,000 people aged under 25 from state benefits benefit and into work through a windfall levy on privatised utilities.
- Tough rules for spending and borrowing, low inflation and low interest rates.

JAVICO 1996

JOBS: US employment may be rising but not everyone is cheering, says Robert Taylor

Downsized ghost at labour market party

The flexible and deregulated US labour market model has both admirers and critics around the world. The enthusiasts point to its undoubted ability as the generator of millions of new jobs by contrast to the employment stagnation experienced in much of the European Union during the 1980s. On the other hand, its critics argue many of those new work opportunities are in insecure, low paid and unskilled jobs with no long-term future.

But the current debate about jobs in America is arousing a strong division of views inside the country itself. Mr Joe Stiglitz, chairman of President Clinton's Council of Economic Advisers, provoked sceptical surprise among European governments at this spring's jobs summit conference of the main industrialised nations with his bullish presentation of a US revival in quality employment.

His report, *Job Creation and Employment Opportunities: The US Labor Market 1989-1994*, seemed to disarm the critics. According to his data, drawn mainly from the Bureau of Labour Statistics, 68 per cent of new jobs in the past two years were found to pay above the national median and most were full-time rather than part-time, required higher educational qualifications and were in medium-sized private enterprises. Mr Stiglitz has won support for his findings from

American employers. The Manufacturing Institute, a research arm of the National Association of Manufacturers, argues that 8.4m new jobs have been created in the US over the past two years, with a rise in the average compensation (wages and benefits) for the rapidly growing workforce.

"Other industrialised countries in recent decades have done one or the other; none, aside from the United States, can claim to have done both", it says in a report, *Improving The Economic Condition of The American Worker*. "Over the past quarter century the American economy has produced an economic miracle of job creation with more than 40m net new jobs that is the envy of the industrial world while confronting an unprecedented global competitive challenge".

The business-funded Committee for Economic Development in its recent study *American Workers and Economic Change* also confirms that buoyant picture. While conceding a slowdown in job growth in industries with high average wages, it argues that trend masked "the occupational upgrading within most

industries" and employment expansion, which had been "quite strong in high-skill and high-wage occupations", with 46 per cent of net new jobs between 1983 and 1993 coming in managerial, professional or technical occupations.

At first sight, such data appears to cast doubt over the fashionable view that the US labour market is insecure and harsh and suffering from what Professor David Gordon called "the corporate squeeze of working Americans" in a new book *Fat and Mean*. The more positive picture may have brought much-needed relief to sensitive employers concerned about their bad media image, with such hostile coverage as *Newsweek* magazine's influential spring cover story on "corporate killers" and the New York Times series on the "downsizing of America", just republished as a book.

They can also draw some comfort from other trends in the labour market. "The few large lay-off announcements which reinforce the sense of worker insecurity are more than offset by job creation," points out the Manufacturing Institute. For example, AT&T, the telecommu-

nications group, may have announced 40,000 job losses last winter. But over the past two years alone, telecommunications created 100,000 new jobs in the US, and it has been estimated the industry's further deregulation may generate 3.4m extra jobs over the next decade or so.

Moreover, the institute also points out "the future may be on the side of the worker". The baby-boom generation, whose sheer size has served to dampen wages, has already been absorbed by the economy", it argues. "The generation now entering the workforce is roughly one-third smaller". As a result, shortages of certain types of skilled work, especially in the computer industry, are already apparent and this has "pushed wages to impressive heights".

Like Mr Stiglitz, the institute points out that "technical workers" have "witnessed the most explosive job growth". By 2000, they will represent 20 per cent of the entire US labour force and are already the largest broad occupational category.

It also questions sweeping talk about the elimination of high-paying blue-collar manufacturing employment. While 2.6m jobs appear to have disappeared from that category, 1.5m new jobs have been created in other sectors resulting from new manufacturing. Also, many support jobs, which when done directly by manufacturers were classified as manufacturing, have been outsourced and are now described as service jobs.

But even the employer research bodies admit all is not well in the US labour market. The Manufacturing Institute, for example, accepts nearly three quarters of all households have had "a close encounter" with lay-offs since 1980, while downsizing has spread from manufacturing workers to highly paid professionals who often make less in their new jobs than their old ones.

The Committee for Economic Development also acknowledges: "Job displacement has grown as premier firms have undertaken widely publicised downsizings. Workers' average real earnings have risen little during the last two decades, economic rewards are less equally dis-

tributed, the proportion of workers covered by employer health plans is falling and fewer of the unemployed are supported by the safety net of unemployment insurance." Keen to deny the picture of an uncaring and lean corporate attitude to workers, employer organisations are urging their members to adopt an enlightened approach. The Manufacturing Institute has called for a new employment contract between companies and workers, where, in exchange for "working hard to help the firm achieve success today, the employer promises to help the employee develop skills that will enhance prospects for personal advancement tomorrow".

The Committee for Economic Development agrees. "Human capital development will be fully realised only if individuals assume greater responsibility for their own career development and have the opportunities to acquire marketable skills," it argues.

None of this has done much to convince economists in the US trade unions, who take a much bleaker view of the labour market than Mr Stiglitz and the employer

research bodies. The AFL-CIO union federation points to the growing income gap between rich and poor revealed in official statistics, with a 13 per cent drop in real weekly earnings for non-supervisory and production workers between 1979 and 1995 despite a 21 per cent improvement in worker productivity over the same period.

It also casts doubt on the validity of the data used by the Council for Economic Advisers, pointing to the great variety of jobs contained in occupational categories. Managers include not only senior executives with million dollar salaries who have seen their pay grow spectacularly, but also assistant managers in retail establishments with modest incomes that have stagnated. "A rise in earnings of top income earners within an occupation and a drop in the incomes of the lowest paid does not necessarily show in the median incomes figures", argues the AFL-CIO.

Its own findings for the first quarter of this year may go some way to confirm Mr Stiglitz's analysis. Jobs paying above the median income accounted for 62 per cent of new ones created in that period, but only 9 per cent of them were in occupations with a real income gain. The AFL-CIO found only three out of the 15 occupational categories enjoyed both job gains and real income gains and this covered only 345,000 out of the 4.1m jobs created.

London

Our client is the investment arm of one of the world's leading financial institutions. An important area of their business expansion is the development and implementation of derivative products across all asset classes.

They now require a derivative analyst to assist the Head of Derivatives monitor derivative markets, contribute to the investment process, support portfolio managers' use of derivatives, and structure and manage derivative based funds. The analyst will be expected to contribute analytical and quantitative skills utilising advanced numerical techniques. Applications may include volatility, forecasting, modelling portfolio return distributions, structuring and managing hedges in all asset classes, and valuing option pricing models. Experience with optimisation and portfolio index replication would be an advantage.

Competitive Package

The preferred candidate will have a very strong quantitative academic background with at least two years experience in either investment management, sales/trading or risk management. While specific experience in the derivative markets is preferred, it is not required. Excellent computer skills in creating and manipulating spreadsheets and databases are required.

This is an outstanding opportunity to join the investment management arm of a major global bank. Career development prospects must be viewed as excellent. The remuneration package includes a salary dependent on experience, with full banking benefits.

Interested applicants please send a full CV to Anthony Cook, quoting reference number Z12402 at Morgan & Banks PLC, Brettenham House, Lancaster Place, London WC2E 7EN. Fax: 0171 240 1052



Appointments Advertising

appears in the UK edition every Wednesday & Thursday and in the International edition every Friday

For further information please call:

Andrew Skarzynski
+44 0171 873 4054

Toby Finden-Crofts
+44 0171 873 3456

COMMERCIAL BANKING - PROPERTY

N M Rothschild & Sons Limited is a leading international merchant bank with a strong reputation for the quality of its corporate financial services. There is an opportunity for a professional to join an established London-based team, specialising in investment property lending in the Banking Division.

Candidates, in their mid to late 20's, will need to demonstrate a consistently excellent academic record including a good honours degree. They will have had at least 3 years experience in a property lending role with a leading institution in finance or property. They will have developed first class analytical skills in property lending techniques, marketing skills and sound judgement. Excellent communication skills and interpersonal qualities are vital.

From the outset, the successful candidate will have significant personal responsibility, as part of a close-knit team, for existing and prospective clients, marketing our services and presenting transactions to the credit committee. The Division provides progressive training to develop expertise and prepare for greater responsibility. The remuneration package will not be a limiting factor for the right candidate.

In the first instance, please send a full curriculum vitae (indicating present remuneration) in the strictest confidence, to Sara Greve, Personnel Manager, N M Rothschild & Sons Limited, New Court, St Swithin's Lane, London, EC4P 4DU.



N M ROTHSCHILD & SONS LIMITED

SENIOR EXECUTIVES CORPORATE FINANCE

Middle East Based

Our prestigious Gulf based client is regarded as one of the leading financial institutions in the Arab world. Within its range of investment banking services, it has gained a strong reputation for providing quality corporate finance advisory work. Particularly active in the energy, transportation, telecommunications and infrastructure sectors, the institution now seeks to recruit three energetic, highly motivated individuals to join its expanding financial advisory teams reporting directly to the Head of the Corporate Finance Division.

Competitive Tax Free Package

PROJECT FINANCE

The successful candidate will be responsible for the generation, structuring and execution of high profile finance transactions in the Gulf region. The role includes the detailed evaluation of all project documentation, the development of financing plans and negotiations with providers of finance.

CORPORATE FINANCE

A senior role responsible for the generation and execution of corporate finance mandates involving the provision of strategic financial advice relating to mergers, acquisitions, financings, recapitalisations, divestitures, M&A and other various major focus areas to seek cross-border strategic opportunities for its regional clients.

CAPITAL MARKETS

The successful candidate will be responsible for the generation and execution of new issue mandates. This will involve advising clients on raising capital through the public and private placement markets. The role also involves participating as a manager/underwriter of international issues for regional distribution.

Ideally educated to MBA or ACA/CFA level, the successful applicants will possess 3-5 years' relevant experience within a major commercial or merchant bank and have developed strong analytical, technical and negotiation skills with an entrepreneurial and creative outlook. The ability to produce concise structured business strategies together with an accomplished PC modelling capability is essential, whilst a commitment to extensive travel is required.

The remuneration and benefits package will reflect the importance placed upon these key appointments and will be commensurate with experience and capabilities. If you feel ready to accept the challenge of this exciting opportunity, please send your Curriculum Vitae, in confidence to Philip Wright or Walter Brown or telephone for an initial discussion.

Devonshire executive

International human resources recruitment
7 Bechtel Lane, London E14 3JF
Tel: 0171 624 2159 Fax: 0171 624 2002 Email: info@devonshire.co.uk

IBCA EUROPE'S LEADING RATING AGENCY

IBCA requires experienced corporate analysts in its London corporate ratings department. As part of a team they will be responsible for IBCA's research and rating work for a portfolio of leading UK corporations. Whilst primarily UK focused, clear opportunities for analytical work on Continental European and emerging market corporations also exist. Applicants should have at least 3 years relevant corporate analytical experience - this is likely to have been gained in banking or stockbroking.

IBCA is the leading European rating agency covering 100 European corporations, 400 banks and 40 sovereigns worldwide. The position involves contact with senior officers of corporations, preparation of high quality credit reports and advising clients on the credit status of rated entities. IBCA offers candidates the ability to become acknowledged experts in the field of rating assessment. The successful applicant will be able to communicate well both orally and in writing and will be capable of confidently representing the firm in a professional manner at meetings with senior management of rated entities. A remuneration package commensurate with the position will be offered and the company offers a generous range of benefits.

Applications in confidence with full CV please to:

The Director, Corporate Ratings, IBCA Limited
Eldon House, 2 Eldon Street, London EC2M 7LS

Project Finance

Major International Bank

£ Excellent + Banking Benefits

Our client, a global banking group with a substantial presence in London, wishes to appoint an experienced Project Finance team. The London based team has responsibility for Project Finance business throughout Europe and the Middle East and has lead managed and participated in a number of high-profile projects across all industry sectors.

You will already have gained at least 3-5 years' project finance experience following a thorough grounding in corporate banking and/or credit. Project finance transaction implementation will be an important part of the task and you will have experience of modelling and analysis of opportunities and project proposals and of negotiating complex financing arrangements.

Excellent cash flow modelling and credit analysis skills, together with well-developed relationship management skills will be essential. You will be prepared to travel internationally, as and when necessary.

This position offers an opportunity to join this organisation at an important and exciting time of change and to work with some of the best professionals on a range of interesting projects.

In return the candidate selected will be offered a highly competitive salary, a discretionary performance bonus and a generous benefits package.

In the first instance, please apply in confidence and in writing, with full CV including details of current salary, to Brian Withers, at Withers Wood Brigdale Limited, Kent House, Market Place, London W1N 7AJ. Quote ref. F1/307.



WITHERS WOOD BRIGDALE
RECRUITMENT - ADVERTISING

GLOBAL MARKETS RECRUITMENT LTD

Treasury Manager

Our client is a global financial services company operating in more than 55 countries primarily as an investment bank. The firm emphasises the highest quality not only in its products and services but also in its staff.

They are seeking to recruit a highly proactive individual to work in their expanding treasury department. Working as part of a team of three situated at the heart of the trading floor this individual will interact with all business areas advising, problem solving, educating and consulting.

The role:

- Capital Management/Raising - to include managing the Banks regulatory and world-wide capital.
- Liquidity Management - strategic management of the Banks global and local liquidity.
- Adhoc Projects - to include: deal by deal advice on booking aspects of transactions; balance sheets; regulatory reporting; liquidity funding; currency and interest rate hedging; policy development.

As well as being able to exhibit the ability to operate in this environment the successful individual should have:

- A professional qualification with three to five years experience gained within a Treasury/Banking environment.
- Excellent interpersonal skills with the ability to communicate effectively in written and oral form with business areas as well as external bodies.
- Extensive PC skills to include experience of the MIS systems.

In the first instance please contact Beverley Nichol at Global Markets Recruitment Limited, 14 Mison Avenue, London EC2V 5BL
Tel: 0171-776-4700 Fax: 0171-609-4717 email address: beverley@emr.co.uk

EMERGING MARKETS SEARCH & SELECTION

BANK RATING ANALYSTS

Locations: Mediterranean & Hong Kong. Our client, a leading international company providing specialised analytical and rating services focusing on Emerging Markets' financial institutions, seeks to appoint

The company has built a track record and is a leader in analysing and rating banks located in a wide range of Emerging Markets countries. In order to develop its pre-eminent position further, the company wishes to appoint experienced bank analysts to be based in their Head Office and in the Hong Kong Branch Office. The analysts will be responsible for a portfolio of financial institutions and will prepare written reports and rating recommendations based on qualitative and quantitative analysis.

The successful candidates will demonstrate:

- a solid credit background gained within a leading financial institution or a large international rating agency;
- first hand analytical skills plus an ability to distil high volumes of data derived from reports and bank visits, being able to present rating conclusions in a clear and concise manner, both in writing and verbally, to the rating committee;
- the personality to work both independently and in a small, dynamic, team-driven environment.

There will be regular contact with banks and some travel will be expected. A fluency in one or more foreign languages would be advantageous but is not a pre-requisite. Candidates would ideally have experience of Emerging Markets (the Middle East or South East Asia).

In the first instance, please send your CV (stating your present salary level, in complete confidence to: Willem Dudok de Wit at Emerging Markets Search & Selection, 12 Mison Avenue, London EC2V 5BL, U.K. Telephone: +44 171 609 4744 Fax: +44 171 609 4717 or E-mail address: willem@emss.co.uk

UK Drinks Sector Analyst

Leading Investment Bank

Excellent Package + Bonus **City**

Opportunity for a drinks sector analyst to join a major stockbroker, part of a leading UK investment banking group.

THE COMPANY

- ◆ Highly-effective, prestigious broker, active in equity research and sales.
- ◆ Good corporate client list. High profile in corporate finance and new issues.
- ◆ Strong commitment to research. Reputation for quality and depth of sectoral cover.

THE POSITION

- ◆ Key UK drinks sector analyst in the well-regarded existing team.
- ◆ Regular top-level company contact. Produce written investment research ideas for external and internal use. Market product to institutional investors.

QUALIFICATIONS

- ◆ Work closely with corporate finance as required.
- ◆ Successful analyst/strategist either within UK drinks industry, or management consultancy experience. Alternatively, within marketing department with sales and marketing experience.
- ◆ Thorough and rigorous analytical mind. Able to write in depth and commercially aware.
- ◆ Team player, good communicator and profit driven. Ambitious for success.

Please send full cv, stating salary, ref FS607A1, to NBS, 10 Arthur Street, London EC4R 9AY

NBS SELECTION LTD
NBS Resources plc company

City 0171 623 1520 • London 0171 493 6392
Aberdeen • Birmingham • Bristol • City
Edinburgh • Glasgow • Leeds • London
Manchester • Slough • Madrid • Paris

Westpac Banking Corporation

Relationship Banking

Packages to attract the best **City**

Westpac Banking Corporation was one of the first foreign banks to open in London, in 1853. Highly successful, it has global assets in excess of \$A115 billion and made profits last year of \$A947 million after tax. Ambitious plans for expansion have given rise to two superb opportunities for exceptional individuals to join dynamic, successful teams.

Corporates **Fund Managers**

THE POSITION **FS60701**

- ◆ Provide highest standards of service across broad product range.
- ◆ Proactively manage and develop portfolio of major European multinationals.
- ◆ Report directly to Business Head. High-calibre team. Long-term career opportunity within the Group.

QUALIFICATIONS

- ◆ Bright professional with four to five years' experience, ideally covering UK and Europe. Strong credit training.
- ◆ Proven track record in successful development and marketing of client relationships. Broad product knowledge, especially financial markets. Tax-based leading an advantage.
- ◆ Excellent communication skills. Resilient and tenacious. Highly credible, team player.

THE POSITION **FS60702**

- ◆ Successfully market extensive product portfolio.
- ◆ Initiate and build strong relationships with UK and European-based Fund Managers.
- ◆ Direct report to Business Head. Work closely with dynamic, developing Financial Institutions team.

QUALIFICATIONS

- ◆ Strong intellect. Minimum two years' experience of relationship management gained in quality environment.
- ◆ Exposure to UK and European Fund Management client base advantageous. Knowledge of financial markets products vital.
- ◆ Ambitious team player with drive and determination. Presence and maturity.

Please send full cv, stating salary, quoting relevant reference, to NBS, 10 Arthur Street, London EC4R 9AY

NBS SELECTION LTD
NBS Resources plc company

City 0171 623 1520 • London 0171 493 6392
Aberdeen • Birmingham • Bristol • City
Edinburgh • Glasgow • Leeds • London
Manchester • Slough • Madrid • Paris

Senior Equity Analysts

Our Client, one of the most prestigious securities houses in Asia, is owned by a major AAA European bank. The firm has research offices in 12 countries and over 10 years experience in Southeast Asia with a product which has consistently attained top rankings over a number of years. A stable and successful international distribution capability, together with strong investment banking and derivatives teams ensures their continuing excellent reputation.

In order to further strengthen their research capabilities and to maintain their leading position, the firm is seeking to hire Senior Analysts for various roles in a number of regional offices.

If you have a proven track record of at least 4-5 years experience in equity analysis on any market or sector, strong technical and marketing skills, are interested in relocating to cover the Far East markets (ex Japan) and wish further details, please contact:

Emma Weir or Andrew Sutherland
Eban International Limited
Tel: (852) 2521 9933
Fax: (852) 2869 8576
1,002, Sing Pao Centre,
8, Queen's Road Central,

Opportunities in Southeast Asia

SPECIALIST BANKS ANALYSTS

LONDON/HONG KONG **Highly Competitive Salaries/Bonus**

On behalf of two major investment banks we are seeking four analysts who can demonstrate that they are experienced in the analysis of EMEA based banks. Ideal candidates will be graduates and currently working in a rating agency, or an investment bank with a range of skills that must include the rating or analysis of banks and possibly other financial institutions. Ideally you will have between two to five years experience of rating banks and/or securities houses, fund management companies etc. throughout Europe, Middle East and Africa.

Successful applicants will undertake credit research, counterparty risk assessment, ratings advisory and a range of other duties connected with treasury and capital markets activities. Of the four positions, three are based in London and one in Hong Kong. The latter requires ideally a senior analyst with experience of financial institutions in and around the Pacific basin. The more junior position will be appropriate for a bright graduate with up to two years analytical experience, preferably of financial institutions, however, for this role potential is more important than experience.

Please forward cv together with details of current package and if possible an example of recent analysis of a bank that you have personally prepared to **Ron Bradley, Director**. No phone calls please.

Jonathan Wren & Co. Limited
Financial Recruitment Consultants
No 1 New Street, London EC2M 4TP

Telephone: 0171-623-1266
Facsimile: 0171-626-5257
Compuserve: 100446,1551

PRODUCT CONTROLLER - DERIVATIVES

Our client, a leading global investment bank, is currently seeking a high calibre banking operations professional to support its Derivatives Trading Team.

As the role involves product valuation, it's essential that you have an in-depth knowledge of interest rate derivatives - options and bond options products in particular - together with an understanding of market and credit risk and associated accounting issues.

This is a challenge which will suit a qualified accountant with three years' relevant experience coupled with either trading or simulated trading experience. Skills in systems implementation will be needed - along with a strong personality to work in close partnership with the front office team.

A second European language would be advantageous due to the possibility of long term postings abroad.

If you meet these exacting criteria an attractive salary and benefits package is on offer.

To apply, please send full career details, quoting ref: 462, to Alastair Lyon, Confidential Reply Handling Service, Associates in Advertising, 5 St John's Lane, London EC1M 4BH.

Applications will only be forwarded to this client. However, please clearly indicate any organisation to which your details should not be sent.

ASSOCIATES IN ADVERTISING

BANCO DE ESPAÑA

TRANSLATOR

The Spanish central bank is seeking to fill a vacancy for an English translator. Applicants' mother tongue should be English. Duties will principally include the translation of economic and financial texts from Spanish into English, the editing of texts in English and the occasional translation of texts into Spanish.

Candidates should meet the following requirements:

- A university degree, ideally in Economics (or a related subject). A postgraduate diploma in translation would be an advantage.
- Several years' professional translation experience in the economic or financial field in international organisations.
- A perfect command of English and Spanish. Knowledge of other European languages would be favourably viewed.
- PC skills.

Candidates should submit their applications by September 6th 1996. Details of the selection process and application forms may be obtained from:

Centro de Formación del Banco de España
Apartado de Correos nº. 15
E-28080 Madrid - SPAIN
Telefax: (341) 338 68 31/32 - Fax: (341) 338 68 82

High profile and highly profitable

Repo team looking to relocate to another bank. Excellent track record in relative value/money market trading and risk management. Good retail base.

Write to Box A5898, Financial Times
One Southwark Bridge, London SE1 9HL

GLOBAL CUSTODY OPERATIONS

Assistant Controller
US\$40,000 - US\$50,000

United Arab Emirates **Excellent Expatriate Package**

Our Client is one of the most prominent financial institutions in the Middle East. As part of its continuing expansion, the company is seeking to appoint an Asst. Financial Controller to work within its finance division to assume responsibility for its global custody operations.

Probably aged in their early-thirties to early-forties, preferred candidates will be graduates with at least three years' experience in international banks or trust companies engaged in custody related operations. Candidates will be expected to work closely with other sections and departments of the company.

Candidates should possess excellent interpersonal, communications and presentation skills, be PC literate, strongly numerate and fluent in English. Associate membership to the Institute of Bankers or an equivalent professional qualifications will be a prerequisite.

Key responsibilities will include:-

- review and selection of custodians
- negotiation of custody agreements
- maintenance of documentation under Secure conditions
- efficient data capture
- reconciliation of custodian data against the accounting records
- checking & approval of custody fees
- optimal use of added value custody service
- ongoing monitoring of custody costs.
- The company offers an attractive expatriate compensation and benefits package including free housing, car and furniture allowances.

Please reply by letter or fax with a current CV and salary details to:- Box A5895 The Financial Times, Number One Southwark Bridge, London SE1 9HL

APPOINTMENTS ADVERTISING

appears in the UK edition every Wednesday & Thursday and in the international edition every Friday.

For further information please call:
Taly Fisher-Quinn on +44 0171 572 3486
Andrew Sharpey on +44 0171 572 0954

Handwritten signature or stamp at the bottom of the page.

COMPANIES AND FINANCE: EUROPE

Stena says Dover-Calais market up 14% in 1996

By Hugh Carnegie in Stockholm

Stena Line, the Swedish ferry operator, said the market for passenger cars on the hotly contested Dover-Calais route grew 14 per cent in the first half of the year - but expressed disappointment over its own volume increases.

1994. But it said the growth rate was accelerating as the year went on - though it gave no detailed figures. Overall market growth is vital to the Dover-Calais ferry operators as they seek to meet the competition of Eurotunnel, which has taken a market share of more than 40 per cent on the route since it opened a year ago.

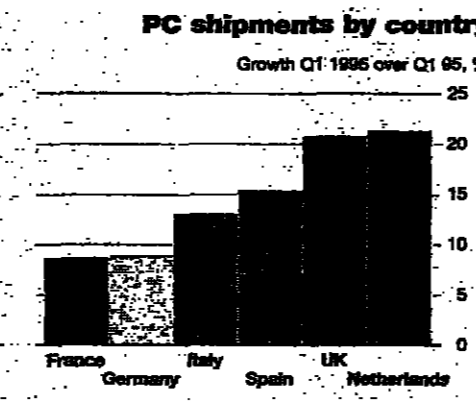
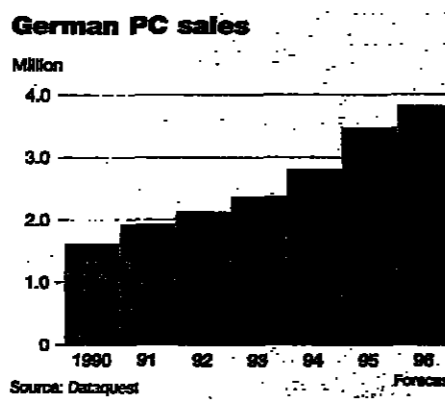
mostly because of the effects of Euro-tunnel competition. This week it said it had urged the UK authorities to remove rules barring the ferry operators from collaborating on Dover-Calais and was interested in co-operating with P&O and other ferry companies to blunt Euro-tunnel competition.

Stena's figures were distorted by the ending of a "pooling" agreement it had until the end of 1995 with the French operator SNAT.

Stena has raised its own capacity since the end of the SNAT pool from three ships to five - the same number operated by the pool. Its current market share of 20 per cent compares with a total pool market share last year of 23 per cent.

Schmitt's Escom caught out by capricious PC market

Mr Manfred Schmitt, the founder of Escom, Germany's once high-flying personal computer manufacturer and retailer, built up his business by swapping one type of keyboard for another. Now, however, Escom has become the latest victim of the fierce European PC market.



many - Escom's core market - were still booming. Turnover rose 63.8 per cent over the same period in 1994 while sales of professional PCs put on only 33.5 per cent growth rates which seemed paltry in comparison.

Brazil admits he and other analysts were completely surprised - the German market collapsed halfway through last year, just as Escom was purchasing the 235 Rumbelows stores across the UK.

Vobis sales advance 17%

Vobis, the computer retailer sparring with Escom for leadership of the German PC market, said sales in the second quarter had risen 17 per cent and its profits were "satisfactory", writes Michael Lindemann in Bonn.

France. By contrast, year-on-year growth topped 20 per cent in Denmark, the Netherlands and Britain. What the industry seemed to have forgotten, Mr Brazier believes, was that while professional users are likely to change PCs almost every year, home users - Escom's clients - can only afford to buy new PCs every three or four years.

Flying a flagship carrier through turbulent reform

David Owen on the chairman piloting Air France in a problematic merger and towards privatisation

Can he pull it off? That was the question on many minds as representatives of Air France's numerous unions filed out of the Mériadek hotel in Montparnasse yesterday to chew over Mr Christian Blanc's merger proposals.

chairman was yesterday still insisting that the state-controlled airline could be privatised in late 1997 or early 1998. But a summer of damaging industrial actions could well call this target into question.



Flight plans: Mr Christian Blanc, the chairman of Air France, who explained merger proposals to union representatives

GE Capital in German IT purchase

By Paul Taylor

CompuNet Computer, Germany's largest information technology systems value added reseller, is to be acquired by GE Capital Services, part of the US-based General Electric group.

Advertisement for Bank of China, U.S. \$200,000,000, Floating Rate Notes 1998. Includes logo and contact information for Chase Manhattan Bank, N.A.

Advertisement for Lothbury, Lothbury Funding No.1 PLC, offering mortgage-backed floating rate notes due 2011.

Advertisement for National Financiers, S.N.C., offering US\$100,000,000 Collared floating rate notes due 1998.

operating profit although net losses totalled FF2.87bn after provisions of FF2.2bn for a voluntary severance scheme and other labour measures.

CS move hints at boardroom tensions

Mr Lukas Muhlemann, who is moving from Swiss Re to take the helm at the new Credit Suisse group, was only offered the job a fortnight ago. His decision to accept the post at such short notice suggests that boardroom tensions in the run-up to this week's restructuring of the Swiss banking group were more serious than first thought.

stronger position than his predecessor. Not only will he be chief executive of the whole Credit Suisse Group, but he also replaces Mr Gut as deputy chairman of Swiss Re. Credit Suisse was one of the founders of Swiss Re and the two companies have always had close ties.

NEWS DIGEST

Alcatel Standard to axe 1,400 jobs

Alcatel Standard, Spain's leading producer of telecommunications equipment and a subsidiary of the French Alcatel-Alsthom group, is to shed 1,400 jobs - 23.5 per cent of its labour force - over the next three years and close two of its four plants in order to ensure its viability.

Getty Communications in IPO

Getty Communications, the company that owns some of the world's largest film and photographic archives, is staging an initial public offering in New York that will value the group at \$154m. Some 5m American Depository Shares (each representing two ordinary shares) will be sold for \$10 each.

Ferragamo to control Ungaro

Salvatore Ferragamo, the Florentine fashion house, is to take control of Emanuel Ungaro, the French haute couture company. Mr Ferruccio Ferragamo, chief executive, said yesterday the Florence-based company hoped to complete due diligence examination of Ungaro shortly.

Auchan earnings fall sharply

Auchan, the privately-owned French retailer, recorded a fall in net profit from FF840m in 1994 to FF457m (\$88.5m), according to accounts published in a document linked to Auchan's bid for Docks de France.

Stora plans to sell building unit

Stora, the Swedish forestry products group, is negotiating to sell its building products division to Industri Kapital, an investment fund, for a price expected to be about SKr685m (\$130m), the unit's book value. It said the sale, expected to be concluded by the end of the year, was in line with Stora's aim to focus on core forestry industry operations.

Hollandia to buy Pakhoed arm

Hollandia, a Dutch industrial holding company, is to buy Furness, a ports and car dealership unit put up for sale last month by Pakhoed, the Rotterdam-based distribution and storage group.

Accor, the French hotel group, has sold six Sofitel hotels in France to a group of institutional investors for FF1.1bn (\$215m) as part of a programme to sell hotel assets while continuing to manage the hotels.

Advertisement for Commercial Property Advertising, offering a prime site for 1 million FT readers in 160 countries. Contact: Courtney Anderson on +44 0171 873 3252.

Handwritten signature and date: July 16 1996

COMPANIES AND FINANCE: THE AMERICAS

Wells Fargo adds health to bank 'n' shop strategy

Wells Fargo, the fastest mover in the race to shift US banking services from traditional branches to supermarkets, rivals' competitive reflexes - and its pharmacy to set up shop in established bank premises.

range of over-the-counter medicines, cosmetics and drugstore sundries. Wells Fargo says it will be able to dispose profitably of unwanted branch floor space while maintaining its presence in familiar sites.

interest mainly to smaller financial institutions - which has engaged several big players. The group's plan, which includes simultaneously closing most of First Interstate's Californian traditional branches and transforming them to in-store "service centres" - has reportedly been slowed by the assimilation of the acquisition.

one-time opening costs for the variants range from 20 per cent to 5 per cent of the \$1.2m required for a branch. Operating costs are lowered in proportion to the reduction in staff numbers.

Metal investors' greed turns to fear

Indochina Goldfields' initial public offering appeared to be a sure winner in mid-June as promoters of the Singapore-based metals exploration company wrapped up their international roadshow.

has given way to fear. One Toronto investment adviser adds that "clients had come to expect that if a stock doesn't go from here to eternity overnight, there's something wrong".

Toronto's Financial Post, more than 40 companies listed on the Vancouver stock exchange claim to have interests in Africa. Indochina's most promising properties are in Myanmar (Burma) and Indonesia.

The reversal in Indochina's fortunes is one sign of a dramatic change of mood in the boom-and-bust market for junior North American mining stocks. After a spectacular advance in 1995 and the first four months of this year, prices are now on the slide.

The spotlight has also fallen on securities firms, based mostly in Toronto and Vancouver, that have allowed employees to become sizable investors in junior mining companies even as they were aggressively selling the shares to outsiders.

Investors have also woken up to the rarity of deposits on the scale of Voisey's Bay. The rest of the pack "aren't coming up with very good discoveries," says Mr Tony Hayes, analyst at Creditfinance Securities in Toronto.



Robert Friedland: hippie-turned-dealmaker and mining legend

are generally still well above levels at the beginning of 1996. Selling may also increase in coming weeks as securities regulators clear prospectuses that were required for all financings based on warrants. Investors are barred from disposing of the warrants until the prospectus has been approved.

thou noted that its employees have often invested in junior mining companies at an early, high-risk stage that has been critical to their later growth. The setbacks have not discouraged FMC Corp, the Chicago-based conglomerate, from going ahead with the sale of the bulk of its 80 per cent stake in its gold mining and exploration subsidiary, which has properties in the US and Chile.

FLEMING FLAGSHIP FUND

Société d'Investissement à Capital Variable European Bank of Business Centre, 6, rue de Trèves L-2633 Luxembourg, Grand Duché de Luxembourg R.C. Luxembourg No. B 9478

Notice to Shareholders

Notice is hereby given that the following dividend will be paid:

Fund: FFF-Fleming Sterling Bond Fund Currency: GBP Amount/share: 0.040 Payment date: 11 July 1996

The shares will be quoted ex-dividend as from 1 July 1996.

Paying Agent in Luxembourg: Kredietbank S.A. Luxembourg (KBL), 43 Boulevard Royal, L-2956 Luxembourg. Paying Agent in Germany: Berliner Handels- und Bankverein AG, Roeschbacherstrasse 10, D-60829 Frankfurt/Main.

July 1996, THE BOARD OF DIRECTORS

FLEMINGS



DIAGNOSTICS INC.

Private placement of 500,000 shares

with AN INSTITUTIONAL INVESTOR

The undersigned acted as advisers to the sellers

GRAMARIA FINANCE

May 1996

FT Conference 30 & 31 October 1996

Speakers will include:

- Sir Andrew Large Chairman The Securities and Investments Board
Mr Iain Lumsden Group Finance Director The Standard Life Assurance Company
Mr Stephen E White Chairman & Chief Executive Officer MetLife International Holdings, Inc
Professor Steve Jones Professor of Genetics University College London
Mr Manfred Lautenschlager Chief Executive MLP AG
Mr Jacques Tulipe International Manager PREDICA

- Mr John Denham MP Shadow Minister for Pensions
Mr Stefano Grassi Pension Funds Business Manager Prime Group
Mr Jack MacNamara Chief Underwriter Lincoln National
Mr Paul Smees Head of Life Insurance Association of British Insurers
Ms Pat Rawlins Principal Tillinghast - Towers Perrin
Mr Peter Mills Associate Director The Henley Centre

Conference supported by: GEMINI

The Financial Times will be publishing a survey on the European Life Insurance Industry to coincide with the conference, to advertise please contact Dominic Good on +44 171 873 4026.

Who should attend?

- Senior executives from life insurance companies throughout Europe
Senior executives from banks and other financial organisations involved in this market
Actuaries
Reinsurers
Investors and fund managers
Industry analysts
Consultants and brokers

European Life Insurance

Strategies for Success in a Fast-Changing World

London 30 & 31 October 1996

Registration Form

FT European Life Insurance Conference Registration Form with fields for Name, Address, City, Country, Postcode, Tel, Fax.

Registration details including checkboxes for 'Please reserve one place at the rate of £651.25 (£700.00 plus VAT at 7.5%)' and 'Please note that the conference is being held in the UK, all registrants are liable to pay Value Added Tax.'

Constitution Policy: Conferences must be received in writing by Thursday, 17 October 1996, and will be subject to a 25% cancellation fee unless a substitute delegate is offered. After this date, the full registration fee will apply. Payment instructions will be enclosed.

Wolters Kluwer

U.S. \$2,200,000,000

Reducing Multicurrency Revolving Credit Facility

Arranger & Agent ABN AMRO Bank N.V.

Swingline Agent ABN AMRO Bank N.V.

Senior Lead Managers and Underwriters Deutsche Bank de Bary N.V. Rabobank Nederland

Lead Managers Bayerische Landesbank International S.A. Citibank, N.A. Crédit Lyonnais American Branch Generale Bank Nederland N.V. The Toronto-Dominion Bank

Managers Banca Commerciale Italiana S.p.A. London Branch CIBC Wood Gundy Ireland Ltd. The First National Bank of Chicago Kredietbank (Nederland) N.V. NationsBank Scotiabank (Ireland) Limited

Participants The Sumitomo Bank, Limited The Nikko Bank (UK) plc Bank of Tokyo-Mitsubishi (Holland) N.V. Harris Trust and Savings Bank NatWest Markets Republic National Bank of New York Société Générale

ING Bank N.V. Union Bank of Switzerland The Chase Manhattan Bank, N.A. Commerzbank (Nederland) N.V. Dresdner Bank Luxembourg S.A. Morgan Guaranty Trust Company of New York

Barclays Bank PLC Dai-ichi Kangyo Bank Nederland N.V. The Fuji Bank, Limited Mellon Bank, N.A. Norddeutsche Landesbank Luxembourg S.A. WestLB Group

BBL Ireland Allied Irish Banks p.L.C. / First National Bank of Maryland Crédit Communal de Belgique S.A./ Gemeentekrediet van België N.V. Istituto Bancario San Paolo di Torino S.p.A. American Branch Nomura Bank Nederland N.V. The Sakura Bank, Limited Branch Office Svenska Handelsbanken AB (publ)

ABN-AMRO Bank

May, 1995

COMPANIES AND FINANCE: ASIA-PACIFIC/INTERNATIONAL

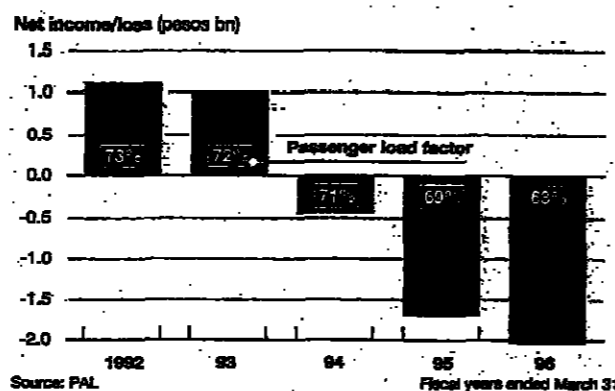
Philippine Airlines ready for new take-off

The carrier, freed from state and recapitalisation shackles, can start to modernise, writes Edward Luce

Philippine Airlines (PAL) is not renowned as one of south-east Asia's more dynamic national flag carriers. The partially privatised airline has lurched from bad to worse over the past three years, clogging up public relations disasters with more regularity than it has met most of its international schedules.

Restraining order on the recapitalisation of PAL, will enable Mr Tan to take his direct stake in the flag carrier to 57 per cent. Once he has full control - by the end of September at the latest, according to senior executives - Mr Tan will embark on a \$2.2bn modernisation of PAL's ageing fleet.

Philippine Airlines



Under the \$2.2bn re-fleeting plan, PAL will purchase 30 new jets, including 24 Airbus aircraft - mainly A330s and A340s - and six Boeing 747-400s. This will reduce the average age from 13 to three by 1999 and allow the airline to provide more consistent services. The spending spree will be accompanied by a full computerisation of maintenance services under the guidance of IBM and a new cost control system which has been contracted out to a subsidiary of British Airways.

fly non-stop. The average age of the fleet is 13 years. Under the \$2.2bn re-fleeting plan, PAL will purchase 30 new jets, including 24 Airbus aircraft - mainly A330s and A340s - and six Boeing 747-400s. This will reduce the average age from 13 to three by 1999 and allow the airline to provide more consistent services.

guaranteeing 85 per cent of the loans. Mr Bautista says that the airline will have no problem raising the remaining 15 per cent. Indeed, this week Mr Tan forwarded \$12m for jet pre-payments to be converted into direct equity once the recapitalisation is approved.

On the domestic front, where poor performance made up about 30 per cent of PAL's total losses last year, reform is expected to be more troublesome. In exchange for various tax incentives, the government requires PAL to fly to 38 provincial destinations. Despite opening the domestic sector to local competition last year, the government continues to set ceilings on local fares.

"I can count the number of domestic routes which make a profit on one hand," says Mr Bautista. "We are lobbying the government to change the regulations but without much optimism."

Part of the problem is that PAL's three new competitors - Cebu Air, Grand Air and Air Philippines - can cherry-pick the most profitable routes without the attendant obligations. Grand Air has also been given permission to fly to Hong Kong, one of PAL's most profitable routes.

"We are confident that with our experience we can beat off our new rivals," said Mr Bautista. "We would appreciate a little more understanding from the government, though."

Carter Holt acquires Forwood for A\$130m

By Nikki Tail in Sydney

Carter Holt Harvey, the New Zealand based forestry and building products group, is to buy Forwood Products, the timber-processing business owned by the South Australian state government, for A\$130m (US\$101m).

Forwood was formed three years ago when the timber processing operations of the former Woods and Forest Department of South Australia and the South Australian Timber Corporation were merged.

It takes in timber milling and processing at four different sites in the south-east of the state, and produces both sawn and engineered timber products as well as furniture timber and components. The business is based in Mt Gambier and employs about 900 people.

NEWS DIGEST

China Resources adds to Lippo link

China Resources, the mainland-owned conglomerate listed on the Hong Kong Stock Exchange, has paid HK\$314m (US\$27.8m) for a 5 per cent stake in PT Lippo Land Development, one of Indonesia's leading listed urban developers, and is considering extending its holding.

China Resources, which holds 5.2 per cent of Lippo Land's key subsidiary, the Jakarta listed PT Lippo Karawaci, has been building strategic ties with the Indonesian Lippo Group over a number of years in Hong Kong, China and Indonesia.

Under the deal, China Resources is buying 12.4m shares of PT Lippo Land Development from the controlling Indonesian Ridy family at Rp5,150 per share, representing a 4.2 per cent discount to the previous day's closing price.

Ms Zhu Youlan, president of China Resources, said the purchase allowed the group to tap Indonesia's growing economy through Lippo Land's successful urban development projects while securing a good deal. She added: "The shares are unjustifiably sold at over 60 per cent discount to net asset value."

China Resources is an arm of China's Ministry of Foreign Trade and Economic Co-operation and one of the fastest growing China companies in Hong Kong. Last month, it unveiled plans to spin off its Beijing property business on the Hong Kong stock exchange, a move which analysts reckon could raise more than HK\$1bn.

Boost for Malaysian shipper

Konsortium Perkapalan, Malaysia's second largest shipping company, is set to buy the Asia-Pacific operator Pacific Basin Bulk Shipping for about \$240m - \$16.22 a share - in an attempt to boost the Malaysian company's presence in the region. Pacific is listed in the US but based in Bermuda. Its 28 vessels of between 20,000 and 35,000 dwt will increase the Malaysian company's capacity in transpacific cargo routes.

For Auckland based Carter, one of the two big forestry companies in New Zealand, it represents the second recent purchase of Australian assets: the New Zealand group acquired Boverat's Australian tissue operations for about A\$350m, in late-1994.

However, Gencor will seek foreign investment to fund the aluminium project - if it is approved. Its stake in Malbak has fallen from 20 per cent a year ago. The consumer group has been beset by management conflicts over its unbundling.

In a statement to the stock exchange, Southcorp - whose wine division makes labels such as Penfolds and Lindemans and is the largest single producer in sales terms in Australia - said its stake in Coldstream had reached 52.1 per cent.

Gencor sells its stake in Malbak for R1bn

By Mark Ashurst in Johannesburg

Gencor, the South African metals and mining group, has sold its largest non-mining investment, a 15.3 per cent stake in the consumer group Malbak, for more than R1bn (\$231m).

months and there are not many buyers for Ribn of Malbak," said one. Analysts were divided over the probable gains for current shareholders when Malbak is spun off. With the exception of Sankorp, the members of the consortium were not identified, but were likely to be seeking bigger stakes in selected Malbak businesses after its unbundling, analysts said.

point in its transformation from a diversified conglomerate into a focused metals and mining business. Gencor would not disclose its plans for the cash, saying only that its share portfolio was "part of its liquid cash resources [which] have been gradually realised to finance projects as market conditions have allowed".

smelter at the Mozambican harbor port of Maputo and a zinc smelter in the Eastern Cape. However, Gencor will seek foreign investment to fund the aluminium project - if it is approved. Its stake in Malbak has fallen from 20 per cent a year ago. The consumer group has been beset by management conflicts over its unbundling.

Malbak's stake in Coldstream had reached 52.1 per cent. The stake has been put up for sale, and the closing date for expressions of interest was last Sunday. Four interested buyers are rumoured to include BT, Telecom New Zealand, and Australia's Seven Network. However, overseas buyers are thought unlikely to succeed because of foreign investment restrictions on Optus. Mayne has said that, if no suitable trade buyer emerges, it will sell the stake in conjunction with Optus' stockmarket float later this year.

STATE OF RIO GRANDE DO SUL DIRECTOR COUNCIL STATE'S REFORM PROGRAM REQUEST FOR PRE-QUALIFICATION PROPOSAL COD - 02/96 PRE-QUALIFICATION OF INVESTORS INTERESTED IN PARTICIPATING THE INTERNATIONAL BIDDING CONTEST OF UP TO 35% OF THE ORDINARY SHARES OF COMPANHIA RIOGRANDENSE DE TELECOMUNICAÇÕES - CRT

ANNOUNCEMENT Polyindo International Finance Company B.V. (the "Issuer") Notice to the holders of US\$25,000,000 Guaranteed Floating Rate Notes due 1997 ("FRNs due 1997") and US\$50,000,000 Guaranteed Floating Rate Notes due 1999 ("FRNs due 1999")

COMMERCIAL PROPERTY TROPIC PROPERTY AUCTION SANTA FE, NEW MEXICO, USA FABRILOR'S REHABILITATION Be w address

STET - Società Finanziaria Telefonica p.a. Registered Office in Turin - Corporate Headquarters in Rome Capital Stock L. 5,381,212,121,000 fully paid-in

TAKE PRECISE AIM BY PLACING YOUR RECRUITMENT ADVERTISEMENTS IN THE FINANCIAL TIMES YOU ARE REACHING THE WORLD'S BUSINESS COMMUNITY.

PINAULT PRINTEMPS-REDOUIT NOTICE TO HOLDERS OF SHARE PURCHASE WARRANTS EXPIRING ON AUGUST 2, 1996

MARGINED CURRENCY DEALING Laurion CALL TOLL-FREE Austria 0650 7480 Denmark 0001 0430

Development Property Available Condominiums • Ski Hill • Resort Lodge • Marina Or enjoy Canada's vast open spaces yourself.

Prestigious Office Suites CHARTERHOUSE Sq EC1, 1,800/250 sq ft CORPORATE RETREATS

BLOOMSBURY, WC1 - Long leasehold investment for sale. Built 1990. 4 retail shops and substantial restaurant.

To advertise your Commercial Property Contact Courtney Anderson +44 0171 873 3211 Fax +44 0171 873 3098 BMRC 95.

JAVICO 150

COMPANY NEWS: UK

CRH buys Allied Building for \$121m

By Andrew Taylor, Construction Correspondent

CRH, the Dublin-based building materials group, yesterday announced a further expansion of its US business with the \$121m (£78m) purchase of Allied Building Products, the country's third largest roofing, cladding and insulation supplier.

Spending on US acquisitions by CRH this year has now approached \$250m, while the total annual turnover of all its US businesses is expected to total more than \$1.5bn in a full year.

Last year, the US accounted for 31 per cent of group turnover of £1.91bn (£1.97bn) and 34 per cent of trading profits of £170.5m. The company now operates from more than 200 locations

in 38 states in the US. Allied, which operates from 69 locations in 23 states, is market leader in its sector in the mid-Atlantic, Pacific north-west and Mountain states, said CRH. It made pre-tax profits of \$9.4m on sales of \$429m last year.

Goodwill of about \$30m is expected to arise on the purchase price, which includes assumed borrowings.

Other US acquisitions by CRH this year include the purchase, for \$37m including debt, of the Jack B Parson Companies, which have quarrying, asphalt, concrete and paving operations in Utah, Idaho and Nevada.

CRH spent a further \$22m to purchase Ricangela, an asphalt and paving construction business based in Orange County, New York State; parts of

Brooks Products, a leading producer of pre-cast concrete vaults, meter boxes and related products primarily used in underground utility installations; and parts of Foster and of Southeastern, two concrete masonry, block and pre-cast concrete manufacturers, both based in Massachusetts.

Allied represents a new area of US investment for CRH, which previously has operated from four main divisions. These are: pre-cast concrete, which has a strong position supplying the telecommunications and electrical industries; architectural products, making concrete masonry, paving and garden products; building materials, supplying aggregates, asphalt and ready-mix concrete; and the glass division.

A fifth division will be built around

the builders' merchants interests of Allied, CRH said.

The company has expanded internationally through a series of modest "bolt-on" acquisitions since the mid 1970s and also has large business interests in continental Europe and the US.

Almost 72 per cent of trading profit last year was earned outside Ireland. Total spending on acquisitions this year, including purchases in the UK, France and Netherlands, has been about £190m. The group says it has been able to finance much of its spending from cash flow.

Gearing on the basis of purchases so far this year is expected to rise from 21 per cent to just over 30 per cent. Analysts are forecasting pre-tax profits this year of £190m, up from £160.5m.

Costain's saviour is well connected

By Andrew Taylor

Intra Berhad, the Malaysian construction and investment group, appears at first glance to be a surprising saviour of Costain Group, one of the great names of international contracting which has fallen on hard times.

The Malaysian company, which used to be called Aclachan and was a palm oil refiner making fatty acids and glycerine, was incorporated in 1990. Its experience of construction is limited. Its main interest is a concession to operate the Penang toll bridge which generates an annual revenue of M\$90m (\$36m).

In the year to June 30, 1995 Intra reported pre-tax profits of just M\$19.4m on sales of M\$229.1m.

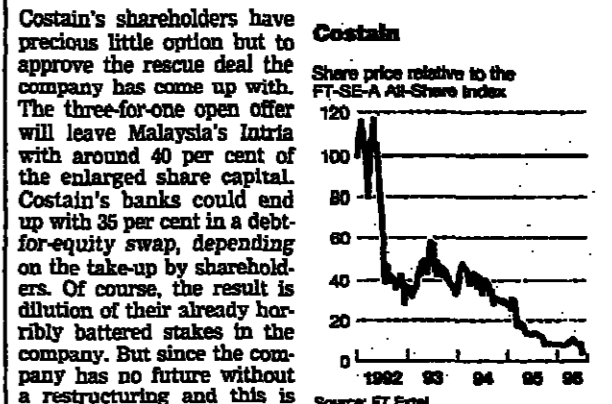
Its business interests may be modest but it is extremely well connected through a complex shareholding structure which places it in a strong position to win a large slice of the country's construction programme.

Intra's biggest shareholder, with 53 per cent, is Makar Idman a private investment company thought to have strong links with the United Malays National Organisation, the country's dominant political force.

Under Malaysia's seventh five-year plan (1996-2000), about M\$200m has been earmarked for infrastructure. Intra is thought to be line to win the M\$60m university of Sabah project in Borneo.

LEX COMMENT

Costain



Costain's shareholders have precious little option but to approve the rescue deal the company has come up with. The three-for-one offer will leave Malaysia's Intra with around 40 per cent of the enlarged share capital. Costain's banks could end up with 35 per cent in a debt-for-equity swap, depending on the take-up by shareholders. Of course, the result is dilution of their already horribly battered stakes in the company. But since the company has no future without a restructuring and this is the only one on offer, there is little for them to do except take further punishment.

Whether they should subscribe at 50p a share is another question. Given the company's history, gut instinct suggests they should pass up the chance. Certainly, with the shares suspended at 39p, admittedly when it looked like the company could go bust, this hardly looks a bargain. After the financial restructuring and extensive write-downs, the net asset value per share will be about 21 pence, substantially below the offer price.

Of course, it could turn out that the link with the well-connected Intra will help the new, financially sound Costain to create shareholder value at last. The one thing that can be said in Costain's favour is that, despite its dire financial performance, it has managed to go on winning contracts with astonishing success. But given the company's history, the possibility of future triumphs does not appear quite strong enough to outweigh the cynicism that is borne of prolonged disappointment.

NEWS DIGEST

Jurys up 58% on tourism boom

Ireland's continuing tourism boom helped Jurys Hotel, a Dublin-based hotel company, to a 58 per cent rise in pre-tax profit to £8.51m (£5.2m) in the year to April 30.

The company, which operates in Ireland and the UK, reported occupancy rates up 3 per cent to between 76 per cent and 80 per cent in its main hotels, pushing turnover up 19 per cent to £49.3m.

John Murray Brown

Firecrest makes \$12m sale

Firecrest has sold for \$12m the worldwide rights to the Internet Transphone and the Collect loyalty scheme to Netex Network Communication, a new US company. The Internet Transphone allows users to make secure encrypted credit card payments over the Internet.

Cookson in US joint venture

Cookson Group, a specialist industrial materials company, has agreed to merge Cookson Entek, its 75 per cent-owned subsidiary in the polyethylene battery separators business, with Entek, a privately held US company, and certain interests of Entek Manufacturing. Entek owns the remaining 25 per cent of Cookson Entek.

Druck acquires Texan group

Druck Holdings, a USM-quoted electronics group, has acquired Ruska Instrument, of Houston, Texas, for about \$7.5m cash, plus the assumption of \$2.3m debt. Ruska develops and makes pressure generator instruments used as standards in industry, including many national laboratories.

IWP buys into eastern Europe

IWP International has bought a 60 per cent stake in Polbita, a Polish distributor of household and personal care products in eastern Europe, for \$4.6m, including loans of \$2.56m.

In the year to December, Polbita's sales were \$45m, and pre-tax profits were \$522,000.

T&N to seek clearance for stalled Kolbenschmidt bid

By Tim Burt

T&N, the motor components and engineering group, is to seek clearance for its stalled DM282.6m (£188m) takeover of Kolbenschmidt, the German piston maker, by arguing that it no longer poses a threat to fair competition.

The company plans to tell the German cartel office, which rejected the proposed deal last summer, that it should now approve the takeover, because its main rival has pushed through a similar acquisition without being referred to the competition authorities.

Mahle, the German components group which complained to the Kartellamt about T&N's bid, last month joined forces with Copag, the Brazilian piston rings manufacturer, to acquire Metal Leve, one of South America's largest piston manufacturers.

Mahle had previously argued that T&N should not be allowed to buy Kolbenschmidt because it would become a captive customer for Goetze, T&N's existing German piston rings subsidiary.

Sir Colin Hope, T&N chairman, expressed optimism that the cartel office would review its rejection of the deal.

"Mahle's action undermines the argument on which we've been turned down," he said.

Failing approval from the cartel office, T&N plans to submit the bid to competition authorities in Brussels.

T&N's hopes rest on the European Commission accepting that consolidation is inevitable and desirable among component companies.

T&N, which as Turner & Newall was one of Britain's largest asbestos companies, yesterday won a reprieve over a legal threat to the so-called Georgine Settlement, a system of awarding fixed payments to asbestos victims.

Although a US Appeal Court has ruled that the settlement failed to meet the criteria of a class action, it has agreed that the procedure should remain in place pending an appeal to the Supreme Court.

T&N is one of 20 asbestos companies fighting the ruling through the Center for Claims Resolution. It said the Georgine Settlement would remain in force throughout the appeal process, which could last until the end of 1997.

table and desirable among component companies.

Although a US Appeal Court has ruled that the settlement failed to meet the criteria of a class action, it has agreed that the procedure should remain in place pending an appeal to the Supreme Court.

T&N is one of 20 asbestos companies fighting the ruling through the Center for Claims Resolution. It said the Georgine Settlement would remain in force throughout the appeal process, which could last until the end of 1997.

RESULTS

| Company | Turnover (£m) | Pre-tax profit (£m) | EPS (p) | Current payment (p) | Date of payment | Dividends Corresponding dividend | Total for year | Total last year |
|-------------------|-----------------|---------------------------|---------------|---------------------|-----------------|----------------------------------|----------------|-----------------|
| Barracord | 48.1 (48.7) | 4.34 (3.5) | 13 (11.1) | 4.85 | Aug 15 | 4.5 | 5.55 | 5.3 |
| Campania S | 1.28 (2.4) | 1.12 (1.2) | 1.28 (1.2) | 1.28 | 2.18 | - | - | - |
| Costale | 842.4 (742) | 142.4 (180.4) | 278.5 (358.8) | nil | nil | nil | nil | nil |
| Gibson | 29 (27.5) | 2.41 (2.05) | 15.6 (13) | 4.5 | Oct 2 | 4 | 6.2 | 6.2 |
| Horsley S | 38.5 (33.7) | 5.18 (4.3) | 82.92 (53.7) | 5.5 | Aug 14 | 5 | 5.5 | 5 |
| Inver Workings | 0.489 (0.248) | 0.228 (0.088) | 1.42 (0.18) | 1.33 | Sept 15 | 1.28 | - | 5.78 |
| Inverment | 73.9 (81.2) | 2.78 (4.7) | 3.7 (6.3) | 1.33 | Sept 15 | 3.85 | 6.3 | 5.75 |
| Jurys Hotel | 62.3 (41.3) | 8.51 (5.2) | 18.5 (15.6) | 4 | Oct 1 | 3.77 | 6.5 | 5.75 |
| Vandy (S) | 575 (377.1) | 14.2 (11) | 21.3 (16.4) | 4.25 | Oct 1 | 3.77 | 6.5 | 5.75 |
| Investment Trusts | NAV | Attributable Exchange (p) | EPS (p) | Current payment (p) | Date of payment | Corresponding dividend | Total for year | Total last year |
| Almest New Bond | 283.44 (216.43) | 0.786 (0.899) | 1.82 (2.21) | 1.15 | Sept 5 | 1.15 | 1.15 | 1.15 |

Earnings shown basic. Dividends shown net. Figures in brackets are for corresponding period. After exceptional charge. After exceptional credit. (N) Increased capital. * Comparative restated. \$USM stock. * Comparative for 12 months to April stock. British currency.

Lafarge set to win quarry company

By Geoff Dyer

Lafarge, a French construction materials group, looks set to win Ennemix, a tiny quarry company based in eastern England, which in April rebuffed a \$8.4m (£10m) hostile bid from Redland, one of the UK's largest building materials groups.

Ennemix has recommended a \$8.5m bid from Lafarge, which represents a 38 per cent improvement on Redland's offer.

Mr Vaughan McLeod, Ennemix's chief executive, said: "We won the battle, but we have lost the war." With Redland continuing to hold a 41 per cent stake in the group, he said the Lafarge bid was the best way of ending the uncertainty surrounding the group.

Lafarge, which is offering 46p per share, a 31 per cent premium to Wednesday's closing price of 35p, bought 14.1 per cent of Ennemix's shares yesterday, giving it control over 41.8 per cent.

Redland, which paid 32p per share in December for the 30 per cent stake it bought from Nash Sells, a venture capital company, said that it was still considering its options.

Lafarge said that the acquisition would allow it to expand its UK aggregates business and gave it a presence in the ready mixed concrete market. Ennemix made pre-tax losses of \$585,000 in 1995 on sales of \$14.7m.

Mannesmann: Telecommunications strengthens growth and earnings

1995 annual profits more than doubled

In 1995 Mannesmann's earnings again increased substantially. Profits from normal business activity rose 52 per cent to DM 911 million. After-tax profits (group net profits) amounted to DM 701 million. This is more than double the previous year's result. All group sectors recorded a profit.

Telecommunications achieved the group's largest performance improvement, as was the case the previous year. With profits of DM 464 million (1994: DM 195 million) it accounted for half the group's result. Machinery and Engineering's performance increased 44 per cent to DM 278 million (1994: DM 193 million). Automotive remained more or less at the previous year's level, generating profits of DM 115 million (1994: DM 121 million). Tubulars and Trading was in the black to the tune of DM 38 million (1994: DM 30 million).

Earnings per share rose to DM 21 (1994: DM 15) and the dividend rose from DM 6 to DM 8.

Sales and incoming orders up

Sales grew 6% in 1995 to DM 32.1 billion. This growth comprises a 56% increase at Telecommunications to DM 2.7 billion, a rise at Machinery and Engineering of 12% to DM 14.0 billion and at Automotive of 7% to DM 7.2 billion. Incoming orders during the last financial year also rose 4% to DM 34.9 billion, with all divisions making a positive contribution.

Telecommunications growth surges

Mannesmann is the leading private-sector supplier on the telecommunications market. The number of Mobilfunk customers rose in 1995 by around 600,000 to 1.45 million.

Today, ca. 1.9 million subscribers use the D2 network, and they are joined every month by around 60,000 more. Mannesmann is expanding further areas of activity in this future-oriented market together with German and foreign partners. A first step in the fixed network sector has been the CNI Communications Network, which is engaged in setting up a high-performance network for the transmission of information in data, speech and video form and which also offers Unisource and AT&T telecommunications services on the German market. In April 1996 Mannesmann Autocom

Mannesmann Mobilfunk network reaches 98 per cent of the German population with its approx. 5,500 radio cells. Around 80 per cent of these cells are linked to the mobile switching centres via their own radio relay network which currently covers around 30,000 km. Mannesmann Mobilfunk now co-operates with 56 roaming partners in 35 countries.



launched the first large-scale pilot project for a fully-automated nationwide traffic data system which will enable it in future to offer traffic telematic services.

Strength from a new structure

Mannesmann implemented major structural changes in 1995 in order to improve its companies' competitive position and to reduce costs. Acquisitions in the areas of metallurgical, compressors, plastics and processing technology have served to improve its position on the world market in these sectors.

Bright prospects for 1996

Mannesmann is confident about its performance for the current 1996 financial year. This confidence is based on a continued positive showing by the Telecommunications sector and on the benefits of the wide-ranging structural improvements in the Machinery and Engineering and Automotive sectors, which are now feeding through. These positive trends are serving to counteract pressure on profits in Machinery and Engineering, Tubulars and Trading and Automotive caused by the weakness of the European economy.

The dividend

Our shareholders will receive for 1995 a dividend of DM 8.— per share at a par value of DM 50.—. Payment will be effected as from 1 July 1996 against submission of dividend coupon no. 53. Foreign shareholders will be subject to a withholding tax under consideration of applicable Double Taxation Agreements.

The full annual accounts will be published in the Federal Gazette.

On request we shall be happy to send you

- the Mannesmann 1995 Annual Report,
- the shareholders' newsletter and
- issue 8/9 of our shareholders' publication "Mannesmann Magazine", containing a report on business during the 1st half of 1996.

Write to:
Mannesmann AG, Presse und Information
Postfach 10 36 41, D-40027 Düsseldorf

Mannesmann Aktiengesellschaft, Düsseldorf

CURRENCIES AND MONEY

MARKETS REPORT

Markets await US data as Yeltsin win brings relief

By Graham Bowley

Currency markets generally lacked direction yesterday with US exchanges on holiday for Independence Day and as traders waited for important US employment data today.

The dollar lacked impetus after the US FOMC left interest rates unchanged after its meeting on Wednesday.

The franc finished little altered in London at DM1.6355, from DM1.6352. Against the yen it closed at ¥110.976.

The French franc remained stable after the Bank of France lowered the intervention rate from 3.5 per cent to 3.55 per cent. The franc closed at FF4.381 against the D-Mark.

The decisive victory for President Boris Yeltsin in the Russian presidential election brought some relief to investors who had feared a communist win. The D-Mark which

suffered slightly in anticipation of a communist victory enjoyed a better day yesterday. President Yeltsin's victory prompted a rally in most central European currencies, although the Russian ruble was largely untroubled.

The Czech koruna rallied strongly as investors were attracted by high long-term interest rates on Treasury bonds and the expectation that short-term interest rates may rise further.

The Indonesian rupiah came under pressure on rumours that President Suharto was ill health. The rumours were later denied.

Sterling was little changed, closing at DM2.3770, from DM2.3777. Against the dollar it closed at \$1.5693, from \$1.5690.

The strong support for President Yeltsin in the final round of the Russian elections was a sign that the populace is finally turning its back on the communist past, analysts said.

The reform process is now more secure and is not just dependent on one personality, said Mr Paul Meggysey, senior currency strategist at Deutsche Morgan Grenfell in London.

He said the D-Mark was still troubled by some concern about President Yeltsin's poor health and about who would succeed him. But he said this was now less of a negative factor following the strong support for reform displayed in the vote.

The D-Mark hardly moved yesterday in spite of stronger than expected orders data. The figures, along with industrial production numbers earlier this week, reinforced the view of a strengthening German economy, analysts said.

Mr Hans Tietmeyer, Bundesbank president, added to the debate on European monetary union. He said EMU offered Europe a chance of permanent currency stability but that it

was not a guarantee of it. He said EMU's success depended on the careful selection of member nations and their willingness to agree to more political integration, including areas like fiscal discipline.

The Bank of France's surprise decision to trim the intervention rate could be a signal that interest rates could move lower, but the room for further cuts was limited by German interest rate policy, analysts said.

It is a symbolic gesture but the Bank of France will have limited scope for further cuts as long as the Bundesbank keeps rates on hold, said one analyst.

The Italian lira failed to breach the key L1,000 level against the D-Mark. This was in spite of growing optimism about the currency following the decision on Wednesday by Moody's, the international debt agency, to upgrade Italy's rating. The lira closed in London

at 1,000.00, from 1,000.00. The D-Mark was still troubled by some concern about President Yeltsin's poor health and about who would succeed him. But he said this was now less of a negative factor following the strong support for reform displayed in the vote.

The D-Mark hardly moved yesterday in spite of stronger than expected orders data. The figures, along with industrial production numbers earlier this week, reinforced the view of a strengthening German economy, analysts said.

The D-Mark hardly moved yesterday in spite of stronger than expected orders data. The figures, along with industrial production numbers earlier this week, reinforced the view of a strengthening German economy, analysts said.

The D-Mark hardly moved yesterday in spite of stronger than expected orders data. The figures, along with industrial production numbers earlier this week, reinforced the view of a strengthening German economy, analysts said.

The D-Mark hardly moved yesterday in spite of stronger than expected orders data. The figures, along with industrial production numbers earlier this week, reinforced the view of a strengthening German economy, analysts said.

WORLD INTEREST RATES

Table with columns: Money Rates, Country, Rate, etc. Includes entries for Belgium, France, Germany, Ireland, Italy, Netherlands, Switzerland, US, UK, etc.

Table with columns: Euro Currency Interest Rates, Country, Rate, etc. Includes entries for Belgium, Denmark, Dutch Guilder, French Franc, etc.

Table with columns: Other Currencies, Country, Rate, etc. Includes entries for Australia, Brazil, Canada, Hong Kong, etc.

POUND SPOT FORWARD AGAINST THE POUND

Table showing POUND SPOT FORWARD AGAINST THE POUND with columns for Closing mid-point, Change on spot, etc. for various countries like Australia, Belgium, Denmark, etc.

DOLLAR SPOT FORWARD AGAINST THE DOLLAR

Table showing DOLLAR SPOT FORWARD AGAINST THE DOLLAR with columns for Closing mid-point, Change on spot, etc. for various countries like Australia, Belgium, Denmark, etc.

CROSS RATES AND DERIVATIVES

Table showing CROSS RATES AND DERIVATIVES with columns for Country, Rate, etc. Includes entries for Belgium, Denmark, France, Germany, etc.

EMU EUROPEAN CURRENCY UNIT RATES

Table showing EMU EUROPEAN CURRENCY UNIT RATES with columns for Country, Rate, etc. Includes entries for Spain, Netherlands, Belgium, Germany, etc.

UK INTEREST RATES

Table showing UK INTEREST RATES with columns for LONDON MONEY RATES, UK clearing bank base lending rate, etc.

BASE LENDING RATES

Table showing BASE LENDING RATES with columns for Bank Name, Rate, etc. Includes entries for Adams & Company, Allied Trust Bank, etc.

MARGINED FOREIGN EXCHANGE TRADING advertisement with contact information for Union Bank.

BERKELEY FUTURES LIMITED advertisement with contact information.

Market-Eye advertisement with contact information.

SECURITIES AND FUTURES LIMITED advertisement with contact information.

Wanted FOREX Displaced Commissions advertisement.

KNIGHT-RIDDER'S FUTURES MARKET DAXITAM FROM \$570 advertisement.

WANT TO KNOW A SECRET? advertisement.

FUTURES - TAX FREE advertisement with contact information.

OFFSHORE COMPANIES advertisement with contact information.

Petroleum Argus Daily Oil Price Reports advertisement.

MURPHY advertisement with contact information.

THE FUTURE OF WORLD CURRENCIES advertisement.

INTERMARKET MULTICURRENCY FUND

Shareholders are invited to attend the annual general meeting to be held on July 12, 1996 at 3.00 p.m. at the offices of Banque Internationale à Luxembourg S.A.

INTERMARKET FUND

Shareholders are invited to attend the annual general meeting to be held on July 12, 1996 at 12.00 a.m. at the offices of Banque Internationale à Luxembourg S.A.

Notion of Interest Rates

To the Holders of Banco Central del Uruguay New Money Notes Due 2006 Debt Conversion Notes Due 2007

Table showing Interest Rates with columns for Service Designation, Rate, Interest Amount, Payment Date.

NOTES IS HEREBY GIVEN that the interest rates covering the interest period from July 2, 1996 to January 2, 1997 are detailed below:

COMMODITIES AND AGRICULTURE

Paris market opens doors to wheat futures trading

Andrew Jack reports on an innovation that only became possible after the repeal of a 60-year-old law

The circular Bourse de Commerce building in central Paris acquires a new occupant this morning as trading begins in the market for the latest product launched by the Matif, the French financial futures market.



Trading starts this morning in the circular Bourse de Commerce building

From 10.30am it will be host to daily trades in wheat futures - a product for which there has been a growing level of interest in the past few months after many years during which it was both unnecessary and illegal.

It was only last month that such trades became legal under French law. Legislation dating from 1936 under the country's socialist *Front Populaire* government explicitly banned speculation in wheat - a ruling reinforced by a decree of the Vichy government of Marshal Petain in 1940.

The modification came in June this year, when the French parliament approved the lifting of the ban during discussions on the passage of a far broader bill for the reform of the financial services sector, designed to meet the European Union investment services directive.

It is also thanks to the EU that there is even a demand for

wheat futures, making the Matif's market necessary. The creation of the Common Agricultural Policy with its intervention price for wheat severely reduced the uncertainty for producers and the fluctuation in prices among member states.

But reforms of the CAP undertaken since 1992 have cut

the intervention price sharply - from FF1,255 (\$243) to FF788 a tonne in the following year, with further declines since - while placing greater priority in the policy on direct aid per hectare.

In addition, the General Agreement on Tariffs and Trade accords that came into effect in 1995, have touched

agricultural production, stressing greater openness of the markets, less subsidisation of exports and a reduction in internal support.

The result has been a significant degree of fluctuation in wheat prices in the past few years, with the market price always higher than the residual intervention price, and a

corresponding growth in demand for a way to hedge against this uncertainty. While it is better known for financial products, which dominate its turnover, the move of the Matif into commodities is nothing new.

Two years after its creation in 1993, it merged with the former French exchange that already traded in coffee, cocoa and sugar futures. White sugar and potatoes futures are still traded, though those in cocoa and coffee have been abandoned.

Its own direct ventures into the field began with the colza or rapeseed contract launched in October 1994. The relative success of the contract, which was viewed as a trial run for other products, inspired a more detailed consideration of wheat futures, beginning with a study launched in June last year.

The potential is enormous. Wheat and rice are the two most widespread cereal products in the world, and the EU is the second largest producer after China, with 15.8 per cent of the market in 1994-95, and the third largest exporter.

However, the Matif is not

alone in the market. The Netherlands launched its own wheat contracts at the start of last month and the London Commodity Exchange contract has been trading for many years. Other competitors may yet follow.

Matif's executives argue that their experience with the colza contract already gives them experience in commodity trading, that there are a number of common clients for rapeseed and wheat who will be tempted by the new market, and that France's important role in wheat production gives it a competitive edge.

Today was chosen for the start of operations so that any initial glitches could be ironed out over the weekend after a single day's trading. There are eight clearing members and a further six authorised commodities brokers, who must clear their trades through the clearing members each day.

Officials have been reluctant to provide any forecasts of how the trading will develop. However, some market professionals believe that after a possible slow start, the market could be trading 500 to 1,000 lots a day within three years.

Copper price fall stalls Chilean mine project

By Bernard Simon in Toronto

Tumbling copper prices have forced a delay in development of the US\$300m Lomas Bayas copper mine in northern Chile.

The project's owner, British Columbia-based Gibraltar Mines, said it was unable to secure a firm underwriting commitment for US\$160m in debt financing required before construction could begin.

Gibraltar hoped to announce a go-ahead for the mine this week, with production scheduled to start in early 1998. Initial output was set at 60,000 tonnes of copper a year, with a possibility of raising the target to 90,000 tonnes.

The company, which is 31

per cent owned by Placer Dome, the international gold producer, said talks with prospective lenders were continuing and "alternative options to expedite a production decision are being evaluated".

It added that "the question is not whether we have a mine but when it will be built". A number of other projects may also be in jeopardy as a result of recent turmoil in the copper market - Cyprus Mines, the large US producer, indefinitely shelved a planned US\$200m share offering last month.

Gibraltar shares lost C\$1.15 to C\$3.90 in early trading on the Toronto Stock Exchange yesterday.

Uganda plans land give-away in drive for cotton revival

Uganda will give land to large investors as part of its plan to revive the cotton industry, reports Reuters from Kampala.

Outgoing trade and industry minister Mr Richard Kajuka said investors with \$50m would qualify.

"We are talking to investors in Israel, Egypt and South Africa to invest in large-scale farming of cotton," he said. "The plan is to boost production to around 1m bales (400lb each) per year in four or five years time. That way it will be economical for the investors to construct textile mills in the way it happened in Mauritius."

Mr Kajuka said the government would buy land to give to investors.

Uganda's cotton production slumped during the chaotic rule of Idi Amin. Output in the current season (December-November) is put at 55,000 bales, against a peak of 445,000 in 1965-66.

Officials expect a rise to 150,000 bales in 1996-97. Uganda has been trying to

revive its cotton industry since 1993 with the help of a \$30m World Bank loan and donors see textiles as a key to Uganda's economic recovery.

Industry reforms included selling the state buying monopoly and government-owned ginneries to private operators. Now farmers earn more from private buyers than they did from the Lint Marketing Board, which took cotton on credit, officials said.

The government's quality drive includes distribution of free seed that produces the longer, firmer fibres sought by producers of polyester-mix fabrics, officials said. Farmers are also being urged to use fertilizer to more than double current yields.

Mr Kajuka said the government would keep encouraging small growers but did not see them emerging as major players.

President Yoweri Museveni was expected to name a new government yesterday following parliamentary and presidential elections.

Venezuelan coal mine set for 350% output boost

By Ray Collitt in Caracas

Ruhrkohle AG and Shell Coal International along with their Venezuelan partner Carboviala, a subsidiary of the state oil company PDVSA, have presented plans to invest about \$1bn to boost coal production in their Carbones del Guasare joint-venture from the current 4m tonnes a year to 18m tonnes annually in four to five years' time.

The Guasare basin is located in north-western Venezuela close to the Colombian border and its coal deposits are similar to those in the nearby El

Correjon valley in eastern Colombia.

The open-pit Paso Diablo mine is at present producing some 4m tonnes of high quality coal annually, all of which is exported to Europe and the US. Under the planned expansion its production capacity will go up to 8m tonnes a year by the year 2001. During the same period the parallel development of the Socuy mine would result in the annual production of at least an equal amount.

The increased output would be shipped out of a deep-sea terminal to be constructed at Pararu on the Gulf of Venezuela some 100km north of the

city of Maracaibo. This terminal could service ships with a capacity of up to 300,000 tonnes, compared to the 50,000 tonnes ships that can be handled by the company's current shallow-water port. In the meantime Carbones de Guasare is considering the use of smaller ports along the Caribbean coast as well as on Lake Maracaibo.

With coal now being transported by truck from the mine to the port, a 90km railway, which would dramatically reduce transportation costs, is also on the drawing board. "This is one of the world's

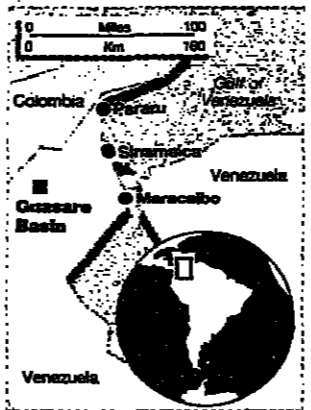
largest coal development projects," said a executive of Ruhrkohle, who added that there was strong demand for the coal, which had a low sulphur content, a high calorific value and produced little ash. Carbones de Guasare estimates surface mineable reserves at 400m to 500m tonnes and 30m to 50m tonnes of underground reserves, though the latter figure could be increased following a current reappraisal of the mineral deposit.

With PDVSA's resources committed to an aggressive plan to increase petroleum production whilst at the same time, under political pressure,

helping to finance the government's budget deficit, Carboviala may well be strapped for cash and seek outside financing.

"Though the capital requirements are perhaps small by comparison," said one executive at Carbones del Guasare, "I don't think this project will be equity financed." He added that the technical design was being completed, though the financial blueprint was not expected to be ready until early next year.

Ruhrkohle and Shell each acquired a 25 per cent share in the Paso Diablo mine when Agip sold its 50 per cent stake



in 1995. A new consortium, Carbones del Guasare, was then formed in which Carboviala holds the remaining 50 per cent.

Importance of cocoa quality checks stressed

Ghana must keep up-country cocoa quality checks in place despite donor-backed moves to streamline the sector because they cost less than the sales premium they safeguard, a senior Ghana Cocoa Board (Cocobod) said here yesterday, reports Reuters from Abidjan, Ivory Coast.

"For any restructuring which is to be carried out the first consideration is that it should not affect cocoa quality," Mr James Amoah, head of policy planning, monitoring and research at Cocobod, the state-run cocoa marketing agency, told a UN Common Fund for Commodities workshop.

Ghana is widely regarded as best quality cocoa and often attracts a \$30-a-tonne premium over terminal market prices. Many other origins sell at a discount.

"If you remove up-country quality control and check quality at the ports... there is no

saving," said Mr Amoah. Cocoa traders say donor-backed liberalisation of Africa's cocoa sectors has often resulted in lower bean quality, partly because a proliferation of small, inexperienced buyers tended to grow up after state marketing monopolies were relaxed and partly because of the removal of up-country quality control checks in an attempt to save money and speed up marketing.

The value of Nigerian and Cameroonian cocoa has fallen because of post-reform quality problems, traders say, and they worry that cocoa from the Ivory Coast, top producer, may go the same way. Ivory Coast's Caistab marketing agency closed its up-country testing centres last year as part of a \$150m World Bank loan deal.

Mr Amoah said Ghana would not be rushed into making quality-control reforms because Cocobod statistics had

shown it would be a false economy to change the system. "We have worked out the cost of these quality controls. By economic analysis we found that the premium we have been receiving outweighs the cost," he said.

The premium more than compensated for quality control operating costs and for potential government tax revenue and farmer income lost when bad beans were not marketed, Mr Amoah said, and all three of Ghana's quality checks were necessary. "The first check is more or less testing the farmer, checking he knows what he is supposed to deliver for sale. The up-country producer clerks have been taught to tell a farmer what he should bring. The second-stage inspection at the depots and the take-over points is a quality check on the internal buyers. The final check [at the port] is to make sure the quality

standards stated in the contracts are met because your premium and market image depend upon your ability to deliver what you indicated in your contract."

Mr Amoah said Ghana had tried to comply with donor requirements and had slashed the Cocobod's staff to 10,400 in 1994 from 40,000 in 1992, when private firms were licensed to buy cocoa from farmers. In 1995 it had 80,000 employees.

Looking to the longer term, he said that although Cocobod had kept its quality checks it was also helping farmers' co-operatives to build up quality control experience in case the board was dismantled in the future. "Farmers should be able to export cocoa of high quality on their own initiative," he said, spelling out a key condition for any such change. "The absence of the Cocoa Board may not necessarily mean the absence of Ghana's premium quality cocoa."

Metal recovery from Orimulsion planned at German plant

A German plant to recover metals from the Venezuelan fuel Orimulsion will open next year, a senior Venezuelan oil official said on Thursday, reports Reuters.

The plant at Hennstedt, near the Danish border, will recover 2,000 tonnes of vanadium pentoxide, 250 tonnes of nickel and 14,000 tonnes of magnesium sulphate a year, Mr Daniel Ramirez-Isava, president of Bitor Europe, which markets Orimulsion, said in London.

He said the metals would be recovered from ash produced at a power plant in Denmark that imports 1m to 1.5m tonnes of Orimulsion a year. The recovery plant will be owned by a joint venture in which Bitor Energy has a 45 per cent

stake, Reakt of the UK will have 10 per cent and Strategic Metals Corp (Strator), a US producer and marketer of vanadium, 45 per cent.

There are plans for Britain to import 4m to 5m tonnes of Orimulsion a year to be burnt at a power plant in Fembroke, south Wales if and when the government gives its approval. Mr Ramirez-Isava said another metal recovery plant might eventually be built at Fembroke if the government gave the go-ahead for the power station, which he expected by the end of this year.

Orimulsion consists of heavy crude oil mixed with about 30 per cent water. Venezuela plans to increase production from 4.8m tonnes this year to 20m by 2000.

COMMODITIES PRICES

BASE METALS

| LONDON METAL EXCHANGE (Prices from Arranged Metal Trading) | | |
|---|-------------|-------------|
| ■ ALUMINIUM, 99.7 PURITY (\$ per tonne) | | |
| Cash | 3 mths | |
| 1476-77 | 1518-15.5 | |
| Previous | 1471.5-72.5 | 1509-09 |
| High/Low | 1476 | 1515.5-1520 |
| AM Official | 1476-77 | 1515.5-1513 |
| Kerb close | | 1512-13 |
| Open int. | 240,021 | |
| Total daily turnover | 34,182 | |
| ■ ALUMINIUM ALLOY (\$ per tonne) | | |
| Cash | 1255-50 | 1290-95 |
| Previous | 1250-55 | 1285-88 |
| High/Low | 1264-65 | 1295-1290 |
| AM Official | 1255-50 | 1290-95 |
| Kerb close | | 1292-93 |
| Open int. | 5,388 | |
| Total daily turnover | 1,275 | |
| ■ LEAD (\$ per tonne) | | |
| Cash | 788-7 | 795-5.5 |
| Previous | 784-5 | 794-5 |
| High/Low | 787/792 | 797/792 |
| AM Official | 788-7 | 795-5.5 |
| Kerb close | | 794-5 |
| Open int. | 33,100 | |
| Total daily turnover | 4,648 | |
| ■ NICKEL (\$ per tonne) | | |
| Cash | 7565-75 | 7670-80 |
| Previous | 7525-15 | 7715-20 |
| High/Low | 7570/7540 | 7655/7620 |
| AM Official | 7565-75 | 7655-77 |
| Kerb close | | 7670-80 |
| Open int. | 42,584 | |
| Total daily turnover | 4,648 | |
| ■ TIN (\$ per tonne) | | |
| Cash | 6430-30 | 6450-55 |
| Previous | 6390-30 | 6410-15 |
| High/Low | 6395-40 | 6465/6425 |
| AM Official | 6395-40 | 6425-30 |
| Kerb close | | 6425-30 |
| Open int. | 16,282 | |
| Total daily turnover | 4,817 | |
| ■ ZINC, special high grade (\$ per tonne) | | |
| Cash | 1005.5-7.5 | 1033.5-34 |
| Previous | 1005-06 | 1032.5-33 |
| High/Low | 1005.5-7.5 | 1032.5-33 |
| AM Official | 1005.5-7.5 | 1032.5-33 |
| Kerb close | | 1034-35 |
| Open int. | 69,559 | |
| Total daily turnover | 10,895 | |
| ■ COPPER, grade A (\$ per tonne) | | |
| Cash | 1925-40 | 1985-87 |
| Previous | 1925-40 | 1910-12 |
| High/Low | 1930/1927 | 1985/1985 |
| AM Official | 1925-40 | 1978-80 |
| Kerb close | | 1988-87 |
| Open int. | 199,557 | |
| Total daily turnover | 41,810 | |

Base metals continued

| LIME AM Official \$/t rate 1.5617 LIME Closing \$/t rate 1.5995 | | |
|--|---------------|---------------|
| Spot: 1.5581 3 mths: 1.5576 6 mths: 1.5590 9 mths: 1.5588 | | |
| PRECIOUS METALS | | |
| ■ LONDON BULLION MARKET (Prices supplied by N M Rothschild) | | |
| Gold (Troy oz) | \$ price | £ equiv |
| Close | 381.00-381.45 | |
| Opening | 380.90-381.30 | |
| Morning fix | 380.80 | 243.70 |
| Afternoon fix | 381.00 | 243.98 |
| Day's High | 381.30-381.80 | |
| Day's Low | 380.20-380.80 | |
| Previous close | 380.00-380.40 | |
| Leads (Ltn Mean Gold Lending Rates (%/US\$)) | | |
| 1 month | 4.13 | 6 months |
| 2 months | 4.08 | 12 months |
| 3 months | 4.02 | 3.85 |
| Silver (\$/oz) | | |
| Spot | 224.90 | US pts equiv. |
| 3 months | 223.80 | 513.45 |
| 6 months | 222.85 | 512.10 |
| 1 year | 214.00 | 533.25 |
| Gold Coins | | |
| Kruggerand | 382.5-385.5 | 245-247 |
| Maple Leaf | 380.25-382.55 | 240 |
| New Sovereign | 67-89 | 56-57 |
| VOLUME DATA | | |
| Open Interest and Volume data shown for contracts traded on ICE Crude Oil are one day in arrears. Volume & Open Interest totals are for all traded months. US Markets are closed for the Independence Day holiday. | | |

GRAINS AND OIL SEEDS

| WHEAT LCE (\$ per tonne) | | |
|--|--------|---------------------|
| Jul | 108.80 | +0.10 110.90 109.50 |
| Aug | 112.50 | -0.20 111.10 111.10 |
| Sep | 112.50 | +0.10 112.50 107.50 |
| Oct | 114.40 | -0.20 115.25 114.50 |
| Nov | 116.50 | -0.20 116.85 116.50 |
| Dec | 118.60 | -0.20 |
| Jan | 118.60 | -0.20 |
| Feb | 118.60 | -0.20 |
| Total | | 322 5,498 |
| ■ BARLEY LCE (\$ per tonne) | | |
| Sep | 103.65 | -0.20 104.25 104.00 |
| Nov | 105.65 | -0.20 105.30 105.75 |
| Jan | 107.75 | -0.20 107.75 107.75 |
| Mar | 109.40 | -0.20 |
| May | 111.85 | -0.20 |
| Total | | 84 1,081 |
| ■ POTATOES LCE (\$/tonne) | | |
| Jul | 85.0 | |
| Aug | 110.0 | |
| Sep | 121.2 | +1.4 124.0 118.5 |
| Oct | 127.0 | +5.2 |
| Nov | 122.5 | |
| Dec | 122.5 | |
| Jan | 124.8 | -0.4 |
| Feb | 128.8 | -0.4 |
| Mar | 128.8 | -0.4 |
| Total | | 112 4,288 |
| ■ FREIGHT (DIFFER LCE \$/10/index point) | | |
| Jul | 1128 | -8 1137 1128 |
| Aug | 1128 | -10 1130 1115 |
| Sep | 1171 | -10 1180 1185 |
| Oct | 1228 | -10 1228 |
| Nov | 1268 | -9 |
| Dec | 1268 | -9 |
| Jan | 1268 | -9 |
| Feb | 1268 | -9 |
| Mar | 1268 | -9 |
| Total | | 118 1,172 |

Softs continued

| WHITE SUGAR LCE (\$/tonne) | | |
|----------------------------|-------|----------------------------|
| Aug | 382.8 | -0.20 382.5 218 6,972 |
| Sep | 382.8 | +1.8 383.3 322.7 128 4,488 |
| Oct | 340.3 | +1.5 340.3 340.3 17 3,250 |
| Nov | 333.3 | +1.8 335.1 334.5 203 4,231 |
| Dec | 333.3 | +1.2 332.8 322.6 100 2,198 |
| Jan | 329.0 | -0.2 |
| Total | | 878 26,758 |
| LONDON TRADED OPTIONS | | |
| Strike price & basis | Calls | Puts |
| ■ ALUMINIUM (\$/tonne) | | |
| Sep | 115 | 156 |
| Oct | 115 | 156 |
| Nov | 115 | 156 |
| Dec | 115 | 156 |
| Jan | 115 | 156 |
| Feb | 115 | 156 |
| Mar | 115 | 156 |
| ■ COPPER (Grade A) LME | | |
| Sep | 179 | 191 |
| Oct | 179 | 191 |
| Nov | 179 | 191 |
| Dec | 179 | 191 |
| Jan | 179 | 191 |
| Feb | 179 | 191 |
| Mar | 179 | 191 |
| ■ COFFEE LCE | | |
| Sep | 98 | 151 |
| Oct | 98 | 151 |
| Nov | 98 | 151 |
| Dec | 98 | 151 |
| Jan | 98 | 151 |
| Feb | 98 | 151 |
| Mar | 98 | 151 |

Offshore Funds and Insurances

FT MANAGED FUNDS SERVICE

FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (+44 171) 673 4378 for more details.

Main table containing financial data for various offshore funds and insurance companies, including columns for fund names, prices, and performance metrics.

OFFSHORE INSURANCES

Table listing offshore insurance companies and their respective financial details, including company names and key metrics.

JAVICO LTD

FT MANAGED FUNDS SERVICE

Offshore Insurances and Other Funds

FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (+44 171) 578 4976 for more details.

Main table containing FT Managed Funds Service data, listing various fund names, their performance metrics, and other details. Includes sub-sections for 'Global Asset Management - Contd.', 'Global Portfolio (P) Management Ltd', and 'Global Portfolio (P) Management Ltd'.

CNBC Live 24-hour global business TV is now available in Europe. Includes CNBC logo and promotional text.

OTHER OFFSHORE FUNDS table listing various offshore fund names and their details.

MANAGED FUNDS NOTES section providing additional information and disclaimers for the funds listed.

LONDON SHARE SERVICE

INV TRUSTS SPLIT CAPITAL - Cont.

Table listing investment trusts with columns for Name, Price, and % Change.

LEISURE & HOTELS - Cont.

Table listing leisure and hotels companies with columns for Name, Price, and % Change.

OTHER FINANCIAL - Cont.

Table listing other financial companies with columns for Name, Price, and % Change.

PROPERTY - Cont.

Table listing property companies with columns for Name, Price, and % Change.

SUPPORT SERVICES - Cont.

Table listing support services companies with columns for Name, Price, and % Change.

AIM - Cont.

Table listing AIM companies with columns for Name, Price, and % Change.

OTHER INVESTMENT TRUSTS

Table listing other investment trusts with columns for Name, Price, and % Change.

LIFE ASSURANCE

Table listing life assurance companies with columns for Name, Price, and % Change.

PAPER, PACKAGING & PRINTING

Table listing paper, packaging & printing companies with columns for Name, Price, and % Change.

RETAILERS, FOOD

Table listing retailers, food companies with columns for Name, Price, and % Change.

TELECOMMUNICATIONS

Table listing telecommunications companies with columns for Name, Price, and % Change.

AMERICANS

Table listing American companies with columns for Name, Price, and % Change.

INVESTMENT COMPANIES

Table listing investment companies with columns for Name, Price, and % Change.

MEDIA

Table listing media companies with columns for Name, Price, and % Change.

PHARMACEUTICALS

Table listing pharmaceutical companies with columns for Name, Price, and % Change.

RETAILERS, GENERAL

Table listing retailers, general companies with columns for Name, Price, and % Change.

TEXTILES & APPAREL

Table listing textiles & apparel companies with columns for Name, Price, and % Change.

CANADIANS

Table listing Canadian companies with columns for Name, Price, and % Change.

LEISURE & HOTELS

Table listing leisure & hotels companies with columns for Name, Price, and % Change.

OIL, INTEGRATED

Table listing oil, integrated companies with columns for Name, Price, and % Change.

PROPERTY

Table listing property companies with columns for Name, Price, and % Change.

RETAILERS, GENERAL - Cont.

Table listing retailers, general companies with columns for Name, Price, and % Change.

TRANSPORT

Table listing transport companies with columns for Name, Price, and % Change.

SOUTH AFRICANS

Table listing South African companies with columns for Name, Price, and % Change.

Advertisement for Stoves PLC featuring the text: 'FLEXIBILITY IS KEY TO OUR SUCCESS. THE WILLINGNESS OF OUR WORKFORCE TO EMBRACE NEW WAYS OF WORKING HAS BEEN INVALUABLE.' Includes contact information: 0800 22 0151.

GUIDE TO LONDON SHARE SERVICE

Prices for the London Share Service delivered by FT Data, a member of the Financial Times Group. Company classifications are based on those used for the FT-SE 100 Index. Details regarding data accuracy, updates, and subscription information.

FT Free Annual Reports Service

You can obtain the current annual/interim report of any company associated with the FT Cityline. Details on how to access reports, including phone and fax numbers.

LONDON STOCK EXCHANGE

MARKET REPORT

Dealers wrong-footed by surprise buying burst

By Steve Thompson, UK Stock Market Editor

A surprise burst of buying interest in derivatives caught London's marketmakers on the wrong foot yesterday, causing them to scramble to close short positions in many of the leading stocks.

short positions in the derivatives. The head trader at one big London broking house said most marketmakers had been "taken to the cleaners" by the market's sudden rise.

The FT-SE 100 index, which has looked increasingly vulnerable over the past couple of sessions, raced higher from the outset, eventually closing just off the day's high, up 46.5 at 3,760.8.

There was further strong support for the banks sector, one of the best performing areas of the market over the past few sessions, with the big mortgage lenders aggressively bought.

There was no appreciable rise in turnover during the afternoon; at the 6pm reading turnover was 626.6m shares. Retail business on Wednesday was valued at £1.66bn.

FT-SE-A All-Share Index

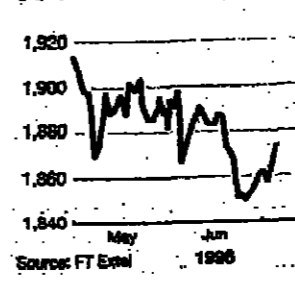


Table with 2 columns: Index Name and Value. Includes FT-SE 100 (3760.8), FT-SE Mid 250 (4371.1), FT-SE-A 300 (1892.0), FT-SE-A All-Share (1875.47), and FT-SE-A All-Share yield (3.85).

Equity shares traded

Turnover by volume (million). Excluding non-market business and overseas issues.

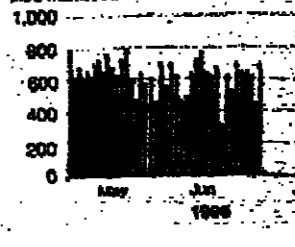


Table with 2 columns: Index Name and Value. Includes FT Ordinary index (2761.4), FT-SE-A Non Fin p/s (3704.0), FT-SE 100 Div Yld (7.88), and Long gilt/yield ratio (2.16).

FUTURES AND OPTIONS

FT-SE 100 INDEX FUTURES (LFFE) £25 per full index point.

Table with 5 columns: Date, Open, High, Low, Close. Shows futures prices for Sep, Oct, and Nov.

FT-SE 100 INDEX OPTION (LFFE) £10 per full index point.

Table with 10 columns: Date, Call, Put, Open, High, Low, Close. Shows option prices for Sep, Oct, and Nov.

EURO STYLE FT-SE 100 INDEX OPTION (LFFE) £10 per full index point.

Table with 10 columns: Date, Call, Put, Open, High, Low, Close. Shows Euro-style option prices for Sep, Oct, and Nov.

MARKET REPORTERS

Peter John, Lisa Wood, Jeffrey Brown.

LONDON RECENT ISSUES: EQUITIES

Table with 10 columns: Issue Name, Price, Yield, Dividend, etc. Lists recent equity issues like AstraZeneca, Glaxo Wellcome, etc.

FT GOLD MINES INDEX

Table with 10 columns: Index Name, Value, Change, etc. Shows gold mines index performance.

Rebound for glass leader

Glass giant Pilkington shot forward as brokers turned positive in the wake of this week's upbeat presentation by the company.

Charterhouse Tilney moved from "hold" to "buy", and HSBC James Capel was also said to be recommending the shares after recent weakness.

The presentation to analysts focused on progress made on group restructuring and cost reductions, and there was also good news about specific problem markets, notably Germany.

Pilkington increased glass prices in Germany at the start of June, and they appear to be sticking. Its overall assessment of the country suggested an improving demand outlook.

"It was all very encouraging," said Mr Steven Charnock, Charterhouse Tilney building materials analyst.

The shares have lagged behind the market as a whole by 10 per cent over the past three months. They improved 5 to 188p yesterday in 9.2m traded.

NatWest advances

Shares in National Westminster Bank gained ground after ABN Amro Hoare Govett set a 680p share price target on the bank and reiterated its buy stance.

RTZ hits low

Mining company RTZ hit a three-month low as Kleinwort Benson lowered profit estimates and one other broker firm was said to have cut forecasts.

Kleinwort reduced its 1996 profits forecast to \$880m from \$930m and its 1997 figure to \$940m from \$1.01bn.

RTZ has dropped steadily since news broke on June 14 of the copper scandal at Sumitomo. Copper prices fell sharply on revelations that Sumitomo, the world's largest copper trader, had lost an estimated \$1.8bn in unauthorised trading over the past 10 years.

The shares shed 14 to 945p. English China Clays failed to take part in yesterday's rally in spite of an announcement that Capital Group had increased its stake by nearly 4m shares to 15.71 per cent.

Merrill Lynch has published a sell note and reduced its earnings estimate for this year and next by about 20 per cent. The move reflects the continuation of a poor paper industry background. The shares ended only a penny higher at 274p.

Vickers firmed 4 to 264p as investors warmed to the news that Rolls-Royce car sales had increased sharply during the first half of 1996.

But analysts were less inclined to optimism. The company is apparently taking the opportunity to push through some chunky development costs, and Rolls-Royce's mix of business has been less favourable with a declining ratio of high margin bespoke sales.

As a result, the Vickers management makes no bones about financial times equity indices

Table with 10 columns: Index Name, Value, Change, etc. Shows various equity indices like FT-SE 100, FT-SE Mid 250, etc.

London market data

Table with 10 columns: Metric, Value, Change, etc. Shows market data like Total Shares, Total Value, etc.

United Biscuits rose 6 to 222p.

ABN Amro Hoare Govett upgraded its 1997 forecasts for UB and lifted its recommendation on the stock to "hold" from "overvalued".

It believes the business has stabilised, with the crisis business in particular looking in better shape.

Tate & Lyle firmed 8 1/2 to 466p, with Mercury Asset Management reporting that it now has a 10.83 per cent stake in the company.

Associated British Foods rose 8 1/2 to 397p, with dealers reporting a squeeze on short positions in the market.

Second tier pub and restaurant companies were in favour, with Regent Inns rising 8 to 227p and Tunn Cobleigh 7 to 250p.

Harry Ramsden's rose 2 to 370p ahead of today's interim results. Analysts hope the company might have some insights into its recent sharp share movements.

Granada, the leisure group widely believed to be preparing a full-scale offer for Yorkshire

GUESS WHAT 300,000 INFLUENTIAL RUSSIANS GET UP TO EVERY FRIDAY.

They bury themselves in the Classified Section of their Financial Izvestia. As well as all the national and international news and the informed comment they find in Tuesday's and Thursday's Financial Izvestia, Friday's pink pages have an added attraction. They hunt through the Appointments and Real Estate, weigh up Business Opportunities and Franchises, check out Travel and Tourism offers and what's coming up in Conferences and Exhibitions, Education and Executive Courses.

They are business minded people, so where better to talk to them about your business than in Financial Izvestia - their authoritative, Russian language business newspaper.

For more information about advertising in the Classified Section, call Universal Media Ltd. on (+44) 0171 935 2369 or fax (+44) 0171 935 1929.



FT-SE Actuarial Share Indices

Table with 10 columns: Index Name, Value, Change, etc. Shows actuarial share indices like FT-SE 100, FT-SE Mid 250, etc.

The UK Series

Table with 10 columns: Index Name, Value, Change, etc. Shows UK series indices like FT-SE 100, FT-SE Mid 250, etc.

Hourly movements

Table with 10 columns: Index Name, Value, Change, etc. Shows hourly movements for FT-SE 100, FT-SE Mid 250, etc.

FT-SE Actuarial 350 Industry baskets

Table with 10 columns: Index Name, Value, Change, etc. Shows industry baskets like Big & Cap, Pharma, Water, etc.

Additional information on the FT-SE Actuarial Share Indices is published in Saturday issues.

The FT-SE Actuarial Share Indices are compiled by FT-SE International Limited in conjunction with the Faculty of Actuaries and the Institute of Actuaries. The FT-SE Actuarial Share Indices are calculated in accordance with a standard set of ground rules established by FT-SE International Limited in conjunction with the Faculty of Actuaries and the Institute of Actuaries.

JAVICO LTD

WORLD STOCK MARKETS

EUROPE

Table of stock market data for Europe, including Austria, Belgium, Germany, France, Greece, Ireland, Italy, Luxembourg, Netherlands, Portugal, Spain, and Switzerland.

Table of stock market data for Europe, including Norway, Poland, Sweden, and Switzerland.

Table of stock market data for Europe, including Turkey, New Zealand, Singapore, and South Africa.

Table of stock market data for Europe, including South Korea, Taiwan, Thailand, and Hong Kong.

Table of stock market data for Europe, including Australia, Canada, and various regional indices.

Advertisement for Rockwell avionics, featuring the text 'Every major world airline flies with Rockwell avionics' and the Rockwell logo.

Table of stock market data for Europe, including Denmark, Finland, Greece, Ireland, Italy, Luxembourg, Netherlands, Portugal, Spain, and Switzerland.

Table of stock market data for Europe, including Norway, Poland, Sweden, and Switzerland.

Table of stock market data for Europe, including Turkey, New Zealand, Singapore, and South Africa.

Table of stock market data for Europe, including South Korea, Taiwan, Thailand, and Hong Kong.

Table of stock market data for Europe, including Australia, Canada, and various regional indices.

Table of stock market data for Europe, including Denmark, Finland, Greece, Ireland, Italy, Luxembourg, Netherlands, Portugal, Spain, and Switzerland.

Table of stock market data for Europe, including Norway, Poland, Sweden, and Switzerland.

Table of stock market data for Europe, including Turkey, New Zealand, Singapore, and South Africa.

Table of stock market data for Europe, including South Korea, Taiwan, Thailand, and Hong Kong.

Table of stock market data for Europe, including Australia, Canada, and various regional indices.

Table of stock market data for Europe, including Denmark, Finland, Greece, Ireland, Italy, Luxembourg, Netherlands, Portugal, Spain, and Switzerland.

Table of stock market data for Europe, including Norway, Poland, Sweden, and Switzerland.

Table of stock market data for Europe, including Turkey, New Zealand, Singapore, and South Africa.

Table of stock market data for Europe, including South Korea, Taiwan, Thailand, and Hong Kong.

Table of stock market data for Europe, including Australia, Canada, and various regional indices.

Small text at the bottom of the page, likely containing publication information and legal disclaimers.

EUROPE

Nestlé, L'Oréal climb on stake sale rumours

Nestlé, the Swiss food and beverages group, and L'Oréal, the French cosmetics company, were marked up on rumours that Nestlé planned to sell its indirect stake in the French concern.

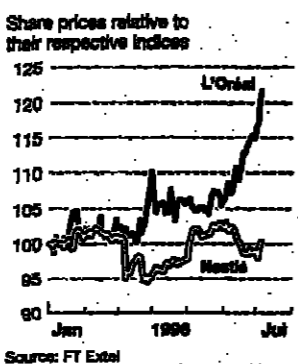
Nestlé finished Sfr19, or 1.3 per cent, ahead at Sfr1,465, off a high of Sfr1,495, and L'Oréal picked up Ffr35, or 2.3 per cent, to Ffr1,655 as both companies declined to comment on the rumours, which originated in the Paris market.

The Swiss group, which had underperformed the strong Zurich market for much of this year, stepped into the limelight on Wednesday with a 1.9 per cent rise on separate rumours that it planned to buy back its shares, and that it would carry out a top level management restructuring, along the lines of that announced by Unilever, the Anglo-Dutch group, on Monday.

FRANKFURT was good in parts. The Dax index rose 12.42 to an all-time high of 2,578.74; Thyssen, the steel and engineering group, gained Dm3.55 to Dm287 on speculation about its prospects in telecoms; and Hannover Re advanced Dm2.70 to a new high of Dm61.50 after it indicated a 30 to 40 per cent rise in net profits last year.

However, the bourse had its laggards. Karstadt, the leading

L'Oréal/Nestlé



Source: FT Estel

department store group, fell Dm18 to Dm591 after the upward re-rating enjoyed by the shares in the second quarter of this year. Ecom, the all-giant computer group, came back from suspension to close Dm2.13 lower at Dm2.50; and Deutsche Babcock hit Dm68 before closing Dm14, or 17 per cent, down at a 1996 low of Dm69.50.

Mr Theo Kitz at Merck Finck in Düsseldorf said that Babcock had been promising restructuring and recovery over the last three or four years, and annually running into problems like the dollar, high wage agreements, or loss-making subsidiaries. Most ana-

lysts, he said, were sceptical about its ability to deliver.

PARIS closed near its highs, encouraged by a small cut by the Bank of France's intervention rate, from 3.60 to 3.55 per cent. The CAC-40 index rose 12.83 to 2,198.81.

Speculation in the Docks de France situation moved on to Casino, the retailer which might have qualified as a white knight in fighting off the Anchar bid, which did not appear in that guise and which, said analysts, could eventually become a takeover target itself. Casino moved up Ffr4.20 to Ffr215.50.

Lafarge, the cement group, rose Ffr3 to Ffr23 after figuring in relatively takeover situations in the UK, and in Poland.

ZUBICZ climbed to a third consecutive all-time high as attention switched from the banks to Nestlé and the pharmaceuticals. The SMI index finished 14.3 higher at 3,771.3, but off its all-time intra-day peak of 3,793.1.

Winterthur rose Sfr22 to Sfr786, continuing to benefit from expectations that its co-operation with C3 Holding, to be renamed Credit Suisse Group, would prove more beneficial to the insurer. C3 Holding eased Sfr2 to Sfr181 after its recent strong gains.

MILAN extended early gains

FT-SE Actuaries World Indices

Table with columns: Index, Daily Change, % Change, and various regional indices like FT-SE Europe, FT-SE Asia, etc.

came after the market closed. AMSTERDAM lifted the US rate decision and the Russian election result, but volume was paper thin as the AEX index rose 2.65 to 622.96.

Heineken, the brewer, rebounded from Wednesday's rumours that a US broker had been mildly bullish, pushing the P11 at F882; and Eisevo, the publisher, closed 40 cents higher at F125.10, helped by news of its plans for a joint venture with a US company to buy the US legal citation business Shepard's.

MADRID saw a good rise in Telefonos, touted again as a medium term privatization prospect, the shares closing P20 higher at P242.50 in volume of some 2m as the general index finished 1.66 to 3763.01.

Turnover was nearly P250m. In banks, BBV rose P250 to P255.90 in 241,000 shares dealt as it denied that it was bidding for a Portuguese

bank, but forecast that it would invest P250m (some \$2bn) in Latin America between now and the year 2000.

STOCKHOLM's banking and insurance sector performed reasonably well, rising 0.6 per cent after Swedish government debt yields narrowed against a fall of 4.6 to 1,986.0 in the Araryvärlden General Index.

In pharmaceuticals, Astra A lost ground, falling SKr2.50 to SKr278 as investors took a look at Pharmacia & Upjohn, unchanged at SKr286 on the Swedish day, but slightly higher in New York after the US Food and Drug Administration approved the non-prescription sale of its Nicotrol smoking pads in the US.

COPENHAGEN ground its way to another all-time peak, the KFX index closing 0.18 higher at 118.35 in turnover of DKr75m. Novo Nordisk put on DKr6 to DKr61, bolstered by a Goldman Sachs forecast of solid profit rises in the next three years. The construction, chemicals and packaging group Superfos took over two chemical companies in Sweden and Norway for an undisclosed price and strengthened DKr15 to DKr55.

Mr James Cornish, European strategist at NatWest Markets, who is hopeful on the outlook for the Russian equities, attributed the lack of foreign demand to the absence of many international investors for the US Independence Day holiday, adding that "the cannon ones were in there already".

He said that over the last two months many investors

had discounted a Yeltsin victory and had already been buyers. For other would-be investors, the key question was what Mr Yeltsin would do now.

Mr Cornish believed that many foreign investors would hope to see some of the serious reformers in top jobs in the new government, which faced a series of tough decisions, one of the first of which was how to tackle the budget deficit.

WARSAW kept 4 per cent to a 27-month high on expectations that Mr Yeltsin's victory would help to draw foreign capital to central European markets, as well as to Russia. The WIG index rose 544.1 to 14,243 as investors overlooked reports that the central bank chairman had ruled out a reduction in interest rates in the near future.

BUDAPEST reversed three days of profit-taking and the Bux index finished 38.44 firmer at 3,285.58, just below the record high of 3,288.30 seen on June 23.

PRAGUE's RPIX index rose 5 to 1,150, but turnover fell to just Kcs2.6m as the market wound down ahead of a national holiday today.

East Europe gives strong welcome to Yeltsin's re-election

Eastern Europe's emerging equity markets marched smartly higher in response to Mr Boris Yeltsin's clear victory in Wednesday's run-off presidential election.

MOSCOW made an enthusiastic start, with brokers initially quoting shares between 10 and 20 per cent higher on expectations that Mr Yeltsin's win would prompt heavy Western buying during the session.

Activity dwindled when the foreign demand failed to materialise but the Moscow Times index still finished 21.03 or 8.4 per cent stronger at a record 351.01 and the Russian Trading System index of 31 leading shares ended 8.8 per cent ahead at an all-time high of 227.78.

Mr James Cornish, European strategist at NatWest Markets, who is hopeful on the outlook for the Russian equities, attributed the lack of foreign demand to the absence of many international investors for the US Independence Day holiday, adding that "the cannon ones were in there already".

He said that over the last two months many investors

ASIA PACIFIC

Reports of alleged irregular transactions hurt Daiwa

Tokyo

Reports of alleged irregular client transactions some years ago at Daiwa Securities in the US were a talking point as equities closed moderately lower, writes Erika Terazono in Tokyo.

The Nikkei 225 average lost 98.11 to 22,292.91 after moving between 22,203.88 and 22,354.20. The decision by US and Japanese monetary authorities to maintain interest rates at current levels failed to improve sentiment.

Volume shrank to 250m shares from 302m as domestic investors refrained from trading due to the US national holiday. Public funds placed orders at lower levels but failed to spur active buying.

The Topix index of all first section stocks fell 6.05 to 1,692.29 and the Nikkei 300 by 1.12 to 313.93. Declines led advances by 666 to 326, with 218 issues unchanged.

In London the ISE/Nikkei 50 index put on 0.74 at 1,506.37.

Some investors were concerned by the Daiwa reports, and the broker, although it played them down, lost Y30 to Y1,380; its competitors, too, were lower, with Nikko down Y30 to Y1,180.

Investors in carmakers were concerned about an expected decline in domestic car sales for June. The sector had led the market's rise during the first half of the year and seemed vulnerable to profit-taking, said traders. Honda Motor declined Y50 to Y3,780 and Mazda Motor by Y13 to Y323.

Keisai Electric Railway declined Y30 to Y1,240 in spite of reports that its subsidiary Oriental Land, which runs Tokyo Disneyland, had applied for listing on the Tokyo stock exchange. Mitsui Fudosan, which is also a leading stakeholder in Oriental Land, fell Y40 to Y1,470.

Speculative favourites were lower as individual investors and dealers moved to take profits. Kanematsu fell Y28 to Y739

and Nissin Electric Y36 to Y918. However, the most active issue of the day, Ishihara Sangyo, gained Y10 to Y1,420.

In Osaka, the OSE average dipped 63.17 to 23,484.43 in volume of 20.8m shares.

Roundup

Solid gains were seen in HONG KONG as investors bought blue chips and the Hang Seng index moved ahead 118.54 to 11,151.82 in turnover that improved to HK\$4.6bn.

Wednesday's gains that the government's plan gives final approval for a mortgage corporation, which would allow banks to offload some of their mortgage loans, boosted banking stocks.

HSBC advanced HK\$2 to

HK\$122.60, breaking through resistance at HK\$120, and taking its rise on the week to date to HK\$5.50.

SINGAPORE was weak for a sixth consecutive day in further response to recent, disappointing corporate results, and amid suggestions that fund managers were switching funds to Hong Kong. The Straits Times Industrial index eased 3.25 to 2,282.31 in modest volume of 104.8m shares.

The newly listed engineering company Lindetevs-Jacobson ended at 75 cents, against an issue price of 87 cents, in hefty volume of 31.1m shares.

KUALA LUMPUR saw further volatile trade in Sarawak Concrete Industries, in spite of trading restrictions imposed by the exchange authorities. The

shares, marked 59 per cent higher on Wednesday, dropped M\$2.10 to M\$14 in early trade before surging ahead to close M\$10.40 or 65 per cent higher at M\$28.50. The rise has been linked to speculation about new projects related to the Bakun dam.

The broad market was held back by declines in key stocks like Telekom Malaysia, down 30 cents to M\$22, which face more competition after the government's new hands-off approach to industry rationalisation. The composite index edged up 0.52 to 1,137.92.

WILLINGTON featured weakness in forestry, Fletcher Forest losing 4 cents at NZ\$1.70, with brokers citing reports of lower log prices for export to Japan and South

Korea. Carter Holt Harvey handed back part of Wednesday's gains, shedding 5 cents to NZ\$3.44, while Fletcher Paper was off 6 cents at NZ\$2.88.

The NZSE-40 capital index closed 5.22 lower at 2,120.17 after climbing 22 points in heavy trade on Wednesday. Turnover was NZ\$63.8m. Some NZ\$25m was crossed before the opening, with large lines in Fletcher Challenge Paper, energy and forests.

SYDNEY's All Ordinaries index fell 10.1 to 2,235.7, in turnover of A\$54m, as further selling emerged ahead of a three-day break, including Sunday's religious holiday. The KSE 100 index fell 18.21 to 1,653.92, with PTCL of Pk\$1.05 at Pk\$8.75 and Hub Power Pk\$1.10 lower at Pk\$34.20.

Manila took its own independence day holiday.

FT/S&P ACTUARIES WORLD INDICES QUARTERLY VALUATION

The market capitalisation of the national and regional markets of the FT/S&P Actuaries World Indices as at JUNE 28, 1996 are expressed below in billions of US dollars and as a percentage of the World Index. Similar figures are provided for the preceding quarter. The percentage change for each US dollar index at the end of the calendar year is also provided.

Table with columns: NATIONAL AND REGIONAL MARKETS, Market cap. as at 28/06/96 (US\$bn), % of World Index, Market cap. as at 28/03/96 (US\$bn), % of World Index, % change in \$ index since 28/12/95.

© FT-SE International Limited, Goldman, Sachs & Co. and Standard & Poor's 1996. All rights reserved. "FT/S&P Actuaries" is a joint trademark of The Financial Times Limited and Standard & Poor's. "FT/S&P Actuaries" is a joint trademark of The Financial Times Limited and Standard & Poor's. CONTRIBUTOR: CHANGING 4/7/96 Name change Argyl Ltd to Sainsbury PLC. Latest prices were unavailable for the table.

FT/S&P ACTUARIES WORLD INDICES

The FT/S&P Actuaries World Indices are owned by FT-SE International Limited, Goldman, Sachs & Co. and Standard & Poor's. The indices are compiled by FT-SE International and Goldman Sachs in conjunction with the Faculty of Actuaries and the Institute of Actuaries, NatWest Securities Ltd, a co-founder of the indices.

Table with columns: NATIONAL AND REGIONAL MARKETS, US Dollar Index, Day's Change, % Change, Pound Sterling Index, Yen Index, DM Index, Local Index, Local % chg, Gross Div. Index, US Dollar Index, Pound Sterling Index, Yen Index, DM Index, Local Index, Local % chg, Gross Div. Index, US Dollar Index, Pound Sterling Index, Yen Index, DM Index, Local Index, Local % chg, Gross Div. Index.

Copyright: FT-SE International Limited, Goldman, Sachs & Co. and Standard & Poor's 1996. All rights reserved. "FT/S&P Actuaries" is a joint trademark of The Financial Times Limited and Standard & Poor's. CONTRIBUTOR: CHANGING 4/7/96 Name change Argyl Ltd to Sainsbury PLC. Latest prices were unavailable for the table.

Advertisement for Lyon-Satolas Airport. Features a globe and text: "How would the G7 get to Lyon without Lyon-Satolas airport? LYON-SATOLAS: YOUR GATEWAY TO THE WORLD".

Vertical advertisement on the right edge of the page, partially cut off, mentioning "Global Ins", "Market", "DO YOU", "TRISH EM", "There's", "ANSON", "MARKETING INTERNATIONAL MA", "Candidates should", "671464110", "SHEP", "PORTFO", "Lyon S", "T", "de Burgh".

دكتور محمد الراجحي

Global Institutional Fund Management Associates

Marketing and Account Management

Our client is a leading investment management division of a major US Investment Bank. They have significantly increased assets under management in competitive markets and continue to enjoy a rapidly expanding global client base. Due to this increase in business, they now seek to recruit highly talented and motivated account management associates.

The successful candidates, reporting to a Marketing Director, will provide analytical and quantitative market and client research and support all marketing activities. Organization and preparation of materials is an essential part of the role as is undertaking detailed technical analysis. Ensuring accuracy and relevance of global marketing information is mandatory. The individuals will be involved in ad-hoc research projects and the level of client exposure and account responsibility will increase in line with success and ability.

Candidates will be self-motivated graduates with a

degree from a top university. Ideally, with 1-2 years experience of working within a leading financial institution, preferably asset management, corporate finance or investment banking. A sound knowledge of financial markets and investment products is vital.

Individuals must demonstrate an independence of thought but have the ability to work in a team environment. Due to the global nature of this role knowledge of other European languages is preferable.

This London based role will suit dynamic young professionals with the tenacity and enthusiasm to succeed in a competitive investment management environment.

If you believe you possess these qualities, please call Elizabeth Arthur on 0171 269 2314 for an informal discussion. Alternatively, write to her enclosing a curriculum vitae at Michael Page City, Page House, 39-41 Parker Street, London WC2B 5LH. Reference 289515.

MP
Michael Page City
Specialist Recruitment Consultants
London Paris Frankfurt Hong Kong Sydney

LEAD ATTORNEY ENVIRONMENTAL LITIGATION

A prominent international reinsurance carrier with substantial operations in North America seeks an individual who is familiar with both United States and United Kingdom reinsurance laws to manage and direct a recovery unit.

The individual should be familiar with all aspects of environmental, asbestos, and other long tail casualty coverages, as well as having established relationships within the London insurance market place.

The position is located in New York City and reports directly to the General Counsel of North American operations. This individual will also have a close working relationship with the corporate co-ordinator for environmental matters, who is located in Europe.

Compensation is fully competitive with relocation costs assumed by the client.

Please write in strict confidence to Christopher Beale in London or Richard Moysie in New York, at the following addresses:

Christopher Beale Associates Limited,
14 Queens Anne's Gate, St James's Park,
London SW1H 9AA.

Thorndike Dehnd Associates,
275 Madison Avenue, Suite 1300,
New York, NY 10016.

MANAGEMENT AND EXECUTIVE SEARCH CONSULTANTS
Members of Greenwich International
London Geneva Paris Madrid New York Milan Brussels

DO YOU HAVE A VIEW ON TURKISH EMERGING MARKETS?

Then here's an outstanding prospect

City

Our client is one of the world's most successful and highly regarded international banks.

Their commitment to developing their sales and trading capability in the emerging markets of Turkey is reflected in the creation of a new team. To play a pivotal role within this team, you must have expert knowledge of Turkey and a minimum of 2-3 years regional based experience of Sales or Trading with the Turkish Financial Markets. Ideally, a Graduate, fluent in both Turkish

and English, you will also have a broad insight into the Turkish economic situation, an entrepreneurial instinct and a 'trader's attitude'.

To apply, send full career details, quoting ref:460, to Alastair Lyon, Confidential Reply Handling Service, Associates in Advertising, 5 St John's Lane, London EC1M 4BH.

Applications will only be sent to this client but please indicate any company to which your details should not be forwarded.

ASSOCIATES IN ADVERTISING

HEAD OF INTERNATIONAL PAYMENT PROCESS RE-DESIGN

Exceptional opportunity for an international payments professional to re-design and implement a state of the art payments operation to cope with the rapid change and growth in international payments.

As one of the UK's leading banking groups with a strong global presence, our client is seeking to make a key appointment in the business critical area of international payments. As an industry professional, the successful candidate will take the pivotal role of designing, implementing and managing a major change project within a wider re-engineering programme currently underway.

Working within the bank's international trade and payments area, the role demands not only strong technical qualities, but also exceptional leadership skills and the ability to manage complex re-engineering projects. Previous experience of leading and managing operational project management teams is a prerequisite, as is the ability to deliver solutions within agreed time scales. An analytical, enquiring mind is essential, as is the ability to understand complex problems, engineer solutions and understand their impact within a broader operational framework. Coupled with this, a strong

fundamental understanding of potential future developments within the markets is preferable. The successful candidate will be educated to degree level with extensive operational experience within a bank's international payments area and have experienced major change management or have a consulting background in operational project management.

This position is a key appointment for our client, hence only career minded individuals of the highest calibre with a desire to achieve professionally are invited to apply. For an initial discussion about this opportunity please contact Mathew Rowlands at Alexanders, Mann & Partners, Alexander House, 9-11 Fulwood Place, London, WC1V 6HG. Telephone: 0171 242 9000 (Evenings: 0973 391426) Facsimile: 0171 405 6434. All applications will be treated in the strictest of confidence.

ALEXANDERS, MANN & PARTNERS
EXECUTIVE SEARCH PARTNERSHIP

MARKETING ADMINISTRATOR INTERNATIONAL INVESTMENT MANAGEMENT

If you are committed to pursuing a successful career in international investment management, then this major asset management organisation offers a challenging opportunity. Working in an exciting multicultural environment as part of a global marketing team, you will help achieve the highest professional standards across all written marketing communications. Your principal area of responsibility will centre on the original creation and coordination of quality marketing documents including sales presentations, proposals and consultant questionnaires.

This demanding position, requiring excellent verbal and written communication skills and a meticulous attention to detail, calls for a committed team player who is capable of working on his/her own initiative. Educated to degree level, candidates should ideally have at least two years' experience in financial services, which would preferably include some experience of institutional investment management.

The remuneration package on offer reflects the importance of this role to our client's organisation.

Candidates should apply in writing, enclosing a full CV, to Elizabeth Williamson

Fax 0171-626 9400 Cleary Court, 21-23 St. Swithin's Lane Telephone London EC4N 8AD 0171-626 1161 Financial Recruitment Consultants

SHEPHERD LITTLE

PORTFOLIO ANALYST

Investment Management Group managing over £6 billion for more than 50 clients requires an analyst to support the implementation, maintenance and evaluation of their portfolios. The company makes extensive use of computer-based research, management, and evaluation systems. Working in a small team you will be involved in the construction, execution and processing of trades, review of the portfolios relative to desired targets, analysis of trading costs and investment performance analysis.

You should be numerate with a good university degree and have some computing experience. Ideally you will have previously worked for an investment management organisation but any analytical background such as actuarial or accountancy would be acceptable. Compensation and benefits, including pension plan, health insurance, and profit sharing will be competitive for the right candidate.

Please reply in writing and confidence to:

Ian Lloyd, Managing Director
Cursitor Management Limited
66 Buckingham Gate, London SW1E 6AU
Member of IMRO

TRADE SUPPORT - OTC Derivatives

Competitive Banking Package - City

Our client, a leading global investment bank, is currently seeking a high calibre banking operations professional to support its OTC Derivatives Trading Team. Liaising with brokers and counter-parties, you will match incoming confirmations against known details and negotiate a favourable resolution to any discrepancies.

To qualify, you must have a degree and a minimum of two years' experience of handling OTC derivative confirmations for both interest rate and equity trades. Familiar with a broad range of products, including Bond Options and Equity Derivatives, you will need an in-depth knowledge of ISDA confirmations, ISDA master agreements and related definitions. The ability both to recognise and resolve complex credit and legal issues is also essential, calling for excellent teamworking skills and a flair for persuasive negotiation.

Finally, you must be organised and PC literate, while fluency in at least two of the following languages would be desirable: French, Spanish, Italian and German.

An attractive salary and benefits package awaits the successful candidate.

To apply, please write with your CV, including current remuneration, quoting reference 452, to: Alastair Lyon, Confidential Reply Handling Service, Associates in Advertising, 5 St John's Lane, London EC1M 4BH.

Applications will only be sent to this client but please indicate any company to which your details should not be forwarded.

ASSOCIATES IN ADVERTISING

DEALER/CHIEF DEALER

FX Spot Major Currencies
Intl Bank top 100

For a post in choice in one of the bank's branches in Europe. Applicants must have a min of 3 yrs experience. Attractive salary package, bonus and profit sharing scheme. Send detailed C.V. and references.

Applications treated with strictest confidence.

Ref: Options International Employment - NASII/MMA
P.O. Box 970, Zurich 8039, Switzerland

Euro London Appointments

Hare Place, 47 Fleet Street
London EC4Y 1BJ

SWAPS/DERIVATIVES - MIDDLE OFFICE c£30K + BKG Bens
Prestigious International Bank has excellent opportunities for Graduate calibre candidates with proven SWAPS/Derivatives experience to join this exciting Middle Office area. You will have a minimum of 3 years' experience and capable of working with leading edge computer systems.

SENIOR EQUITY DOCUMENTATION OFFICER c£30K + EXC BKG PKG
Leading Japanese Securities House currently has a position within its Corporate Finance Department. You must have excellent product knowledge (particularly Eurobonds) to secure this challenging yet rewarding career move.

CURRENCY OPTIONS TRADE SUPPORT c£30K + BKG Bens
Exciting opportunity exists within the Middle Office of this major International Bank. Ideally you will be in a similar role and possess a business related degree.

CREDIT ANALYST - FLUENT GERMAN c£30K + BKG Bens
Successful European Bank seeks individual with minimum 2 years banking experience covering analysis of both Financial Institutions and Corporates. Acting as principal liaison between the German branches and the London Office you will be responsible for assessing the credit worthiness of all prospective and existing clients. Ideally you will have experience in a European, preferably German working environment. A truly varied and responsible role!

Tel: 0171 583 0180

Fax: 0171 583 7800

GRADUATE TRAINEE COMMODITIES

£ Excellent + Bonus

We are the metals group of a large oil and metals trading company. We trade concentrates and non-ferrous metals world-wide. We also have large interests in smelting in the CIS. We seek an ambitious recent graduate to take an initial training assignment leading to advancement in the trading, or traffic or project teams.

You possess at least a 2:1 in a numerate degree (engineering, mining, financial, economics), have good communicative skills, and the drive and commercial acumen to succeed in a challenging but highly rewarding environment. An ability to speak Russian or experience in metals or mining of 1 to 2 years is helpful but not essential.

If you are interested, write to us, including your curriculum vitae, at Box A5903, Financial Times, One Southwark Bridge, London SE1 9HL



Les Echos
Le Quotidien de l'Economie

The FT can help you reach additional business readers in France. Our link with the French business newspaper, Les Echos, gives you a unique recruitment advertising opportunity to capitalise on the FT's European readership and to further target the French business world. For information on rates and further details please telephone: Toby Finden-Crofts on +44 171 873 3456

ACCOUNTANCY APPOINTMENTS

HEAD OF BUSINESS OPERATIONS

Credit Insurance

CITY

£45,000 + BONUS + CAR

Our client is the UK subsidiary of one of the leading European credit insurers. It is a small, but well established, operation in the City which has already established an impressive list of major international clients and is committed to continuing to build a quality portfolio.

We are seeking a Head of Business Operations, to provide comprehensive commercial and administrative systems and processes to facilitate the growth and development of the business. This would include the design and implementation of financial and management information systems; the provision of a basic company secretariat; a leading role in the development of an appropriate IT strategy; and as a key member of the management team to support and contribute to the customer service culture within the company.

You are likely to be professionally qualified, probably in accountancy, and ideally have gained knowledge and experience of the insurance sector or, at minimum, the broader financial services industry.

You will have the maturity and presence to be credible with clients and the company's senior management as well as the constructive and apolitical attitude to contribute positively in an, as yet, small organisation. A balance of strategic vision and pragmatism is essential. A knowledge of German would be an asset.

If you wish to be considered for this exciting opportunity, please write, in confidence, with full career and salary details to Peter Sandham, MSL International Limited, 32 Aybrook Street, London W1M 3JL. Please quote ref: 59997.

LONDON 011 40 200 BELFAST 0232 0262 BIRMINGHAM 021 45 8841 BIRKBECK 0171 921 6517 GLASGOW 041 267780 LEEDS 011 343 4257 MANCHESTER 0161 225 1772 NOTTINGHAM 013 91 8882



Southampton



Circa £40,000 + Bonus

- putting information to work

Finance Director Designate

The Company

OMI Logistics Limited is building on more than 40 years experience which has made us one of Europe's largest and most progressive suppliers of technical documentation and allied support products.

We are - putting information to work for major clients in the International Defence, Aerospace, Utilities, Transportation and general engineering sectors.

The Role

- ♦ - putting information to work for the Management Team
- ♦ Responsible for the financial management of a £12M multi site business of 330+ employees
- ♦ Managing a small head office team with a decentralised accounting function
- ♦ Improving the financial controls and reporting of the business
- ♦ Improving project management techniques
- ♦ Involved in large project tendering and management

The Person

- ♦ A proven track record of achievement in a medium sized commercial/industrial business
- ♦ ACA, ACCA or ACMA
- ♦ Unlikely to be under 30 years old
- ♦ IT literate
- ♦ Stature and ability to communicate at a senior level
- ♦ Experience in cost analysis and control
- ♦ Reporting to the Managing Director you will be a key contributor in realising our potential for growth and expansion

Please apply in writing with CV and explaining how you meet the criteria to:

G S Mullis, Managing Director, OMI Logistics Limited, 2-10 Crawte Road, SOUTHAMPTON SO15 3TD
A company within OMI International PLC

HEAD OF AUDIT SERVICES

A BUSINESS PARTNERSHIP THAT ADDS VALUE

WOLVERHAMPTON

TO £65,000 + BONUS + BENEFITS

● Birmingham Midlands is one of the UK's top performing building societies, with an enviable track record of growth well above the industry average. An active acquisition programme in 1995 saw the society establish itself as one of the 10 largest in the UK, where it now intends to consolidate its position, remaining firmly committed to mutual status as the best way to service the needs of its members.

● With assets under management exceeding £7.7bn the society provides a range of personal financial services including mortgages, investment products and insurance. Quality of customer service is at the cornerstone of all that it does and it has established itself as a market leader in this field, with a number of industry awards to its credit.

● Reporting to the Finance Director, this is a high profile role working across the business to help improve business performance, increase efficiency and assist in the effective management of the society's risk.

● Your brief is to continue to develop the risk based, operational focus of the team's work, establishing the function as a proactive and service orientated aid to the business.

● A qualified accountant, you will currently be working at a senior level within the profession or will have already made the move to a progressive audit function within commerce or industry. This role offers the opportunity to head up a function and establish it as a value added business partner, then go on to develop your career with a recognised leader in its sector.

● Must have been exposed to highly computerised business environments and have well developed management skills coupled with a strong customer focus. Strong technical skills should be balanced by good presence and authority, and the ability to identify with the needs of the business. Should also be creative and receptive to new ideas as this is a function that aims to be at the forefront of business change.

Please apply in writing quoting reference 1186 with full career and salary details to:
Susan Ryder
Whitehead Selection Limited
11 Hill Street, London W1X 8BB
Tel: 0171 290 2043
http://www.gbact.co.uk/whitehead



A Whitehead Mann Group PLC company

FINANCE DIRECTOR

HIGH TECHNOLOGY MANUFACTURING

HERTFORDSHIRE

c. £60,000 + BONUS + BENEFITS

● Market leading, UK based international high technology manufacturing business, part of a quoted group. The division is poised to double in size to £50m turnover, following the acquisition of a complementary US based operation and continued strong organic growth.

● As a result it now needs a highly commercial Finance Director who, as part of a decentralised structure, will play a leading role in integrating the businesses while significantly increasing the effectiveness of financial management.

● The Finance Director will provide high level support to the Managing Director, playing a full part in the running of an international business. This is likely to include further important acquisitions and other strategic investments in the medium term.

● Qualified accountant, probably aged mid-30's, with in-depth manufacturing sector experience gained in a large, international group. Must have good systems experience including costing and new product development.

● Resilient, persuasive team player with sound management and business judgment, excellent communication skills and an analytical approach. Exposure to working overseas, in particular in the US, would be particularly advantageous.

● The position calls for a high level of commitment to business success with international travel at an estimated level of 25%. Scope for career progression is excellent.

Please apply in writing quoting reference 1187 with full career and salary details to:
Nigel Bates
Whitehead Selection Limited
11 Hill Street, London W1X 8BB
Tel: 0171 290 2043
http://www.gbact.co.uk/whitehead



A Whitehead Mann Group PLC company

FINANCE DIRECTOR

MANUFACTURING, SALES & SERVICE

WEST OF LONDON

c. £60,000 + BENEFITS

● £70m turnover UK based, European manufacturing, sales and service business. Part of a profitable, quoted group and a leading name in its sector.

● Acquisition is part of the company's strategy. It therefore needs a Finance Director who will actively support this ambitious development, while maintaining tight control of day-to-day financial management.

● The Finance Director will be part of a small central function and will act as right hand person to the Managing Director, but with a strong line to the Group Finance Director.

● Graduate, qualified accountant, aged late 30's, with in-depth experience of engineering and manufacturing, gained in a highly service orientated group. Familiarity with standard costing will be essential.

● A 'hands-on', commercially orientated candidate, resilient and with personal presence which will justify respect. The position calls for an outward facing energetic, committed individual who will take the initiative to actively contribute to the operating units.

● The global nature of the group offers excellent scope for career progression in the medium term.

Please apply in writing quoting reference 1184 with full career and salary details to:
Nigel Bates
Whitehead Selection Limited
11 Hill Street, London W1X 8BB
Tel: 0171 290 2043
http://www.gbact.co.uk/whitehead



A Whitehead Mann Group PLC company

Chief Operating Officer

Salary to FF 700,000 plus benefits Paris

NatWest Seller Patrimoine and Gestion are the French associated companies of Garmore Plc, part of the NatWest Group. We specialise in the management of collective mutual funds, servicing a range of private clients and institutions, together employing around 100 staff.

Following a recent substantial acquisition which effectively doubled business activity, the combined Company is now entering a period of consolidation from which new financial reporting systems, procedures and controls will need to be designed and implemented.

Reporting to the Managing Director of NatWest Seller Patrimoine and Gestion, the Chief Operating Officer will take full responsibility for the financial function, operational compliance and business risk assessment, as well as supporting the Managing Director in the production of business plans.

You should be a qualified accountant with considerable experience gained in financial services preferably within the private client/fund management sector. It is essential that you are fluent in French and English and have some experience of both French and UK reporting requirements. Key competencies will be an ability to operate as a proactive member of the local management team where your strong influencing skills will enable you to implement change whilst being an effective interface with London.

If you are seeking an exciting opportunity to join a dynamic investment management company committed to becoming a major player in the French market, please send your curriculum vitae with current salary details and an explanation of how you meet these requirements to Carrie Andrews, Ernst & Young Management Resourcing, Rolls House, 7 Rolls Buildings, Fetter Lane, London EC4A 1NH, quoting reference 0024.

NATWEST MARKETS

UK TREASURER

NEW POSITION IN DEMERGED INTERNATIONAL GROUP

CHERTSEY, SURREY

TO £60,000 + BONUS + BENEFITS

● THORN EMi, the major international consumer products and services group, is proposing to demerge, creating two separate entities, each of which will be a quoted company.

● The position is UK Treasurer for one of these, Thorn Group, a \$1.5bn turnover business with 2,300 shops in 17 countries offering rent or rent-to-buy propositions across a wide range of consumer products.

● Reporting to the Group Treasurer, he/she will run the complete UK treasury operations, including a team of two, while liaising with UK and worldwide financial institutions and carrying out high profile project work.

● MCI with an accounting background, preferably qualified, who has gained experience of sophisticated treasury practice in a substantial, international group. Age indicator is 30-40.

● Commercially-minded individual, capable of working without direct supervision, who has a highly analytical approach, proven treasury management skills and the ability to work in a rapidly developing environment.

● The position provides a rare opportunity for an ambitious treasury professional to play a key role in building a centre of excellence as well as influencing treasury policy.

Please apply in writing quoting reference 1179 with full career and salary details to:
Nigel Bates
Whitehead Selection Limited
11 Hill Street, London W1X 8BB
Tel: 0171 290 2043
http://www.gbact.co.uk/whitehead



A Whitehead Mann Group PLC company

FINANCIAL CONTROLLER - EUROPE

c. £55,000 package

Maidenhead

This is an exciting opportunity to join a major multinational corporation, a global leader in the manufacture and marketing of self-adhesive and office products. Avery Dennison currently has a turnover in excess of \$3 billion, over 10,000 employees, and is characterised by an innovative, service driven and open culture. In Europe they have 30 well established operating businesses with a combined turnover of \$1 billion.

In response to changing business needs, there is now a requirement to hire a European Financial Controller to join its small European staff group.

The Position

- Reports to the Vice-President and Controller based in California, with responsibility for consolidated European financial reporting and analysis.
- Is responsible for integrity of information across the different business sectors in Europe.
- Manages and adapts reporting systems to ensure that these are a genuine tool to aid management decision-making.
- Develops effective working relationships with business heads and senior finance staff across Europe and at the Corporate HQ.

The Requirements

- Qualified ACA preferably with a big 6 accounting background and at least 5 years' commercial experience.
- European experience gained preferably within a US multinational and familiarity with US GAAP.
- In depth knowledge of complex financial and management reporting systems.
- High levels of initiative and autonomy combined with strong interpersonal and communication skills.

Please send your CV with current salary details to:
Ken Brotherton, K/F Associates, 252 Regent Street,

London W1R 6HL, quoting ref: £2070F. Alternatively send by fax on 0171-312 0020 or e-mail to cv@kfaeurope.com

Internet Home Page: <http://www.kfaeurope.com/kfaeurope/>

K/F ASSOCIATES

KEMPNEY CARREFOUR INTERNATIONAL

Handwritten signature or stamp at the bottom of the page.

دعا لى

The Company

Our client, a UK multinational, with distribution and retail outlets throughout North America, the UK and large areas of continental Europe, is one of the largest and fastest growing companies in its sector. Significant European acquisitions have been made over the last two years with more planned. Recent enhancement of UK head office operations and the rapid expansion in Europe has created the need for two additional senior financial staff.

For further information, please write with your CV to Gary Johnson (Audit) or Jane Braithwaite (Tax) at Douglas Llambias Associates, 10 Bedford Street, London WC2E 9HE. Tel: 0171 420 8000, Fax: 0171 379 4820, e-mail: info@llambias.co.uk

European Audit Manager

Central London to £60,000 + Car + Benefits

The Role

The individual will establish internal audit in Europe and will be responsible for building a team of highly proficient professionals. The diversity of operations and locations will necessitate a project orientated, value for money approach to review and advise on effective and co-ordinated reporting controls across Europe.

The Candidate

The ideal candidate will hold an ACA or CPA qualification with a minimum of four/five years post qualification experience in a corporate environment or accounting practice. Exposure to international business, proven communication skills and an ability to work with tact and diplomacy whilst managing change in a fast moving environment are all important. Travel in the initial stages will be significant with fluency in other European languages being a distinct advantage but not a prerequisite.

International Tax Adviser

Central London to £60,000 + Car + Benefits

The Role

Responsibilities will include:

- Group cross-border tax planning and forecasting.
- Identifying opportunities for tax savings throughout the group.
- Establishing clear, consistent and sustainable tax strategies for all facets of the business.
- Advising on tax effective structuring of acquisitions and other transactions, including reorganisations.

The Candidate

The successful candidate should be a Chartered Accountant with a minimum of five years general tax experience (including at least two years in International tax) gained in either the profession or industry. Candidates should demonstrate good interpersonal skills with the ability to communicate at Board level, both within Europe and the US. This represents an excellent opportunity for a senior tax professional seeking a challenging and stimulating role in a dynamic, fast growing environment.



DOUGLAS LLAMBIAS ASSOCIATES
RECRUITMENT CONSULTANTS



c. £90,000 package + benefits

Major Plc
Principal Division

Midlands

Finance Director

Exceptionally interesting and broad FD role focused on strategy, change management and performance improvement in a highly successful group, joining a dynamic, newly appointed senior management team. Requires an ambitious FD who will bring fresh ideas, enhanced financial disciplines and commercial rigour to a group of c. £500 million turnover core business units operating in a fast-changing environment. High profile with main board career potential in line or finance role.

THE ROLE

- Instil a profit-focused and performance-driven culture through the provision of first-class MIS, reporting and control systems to enhance decision making.
- Work closely with Main Board Director responsible for the Division and business unit managers in developing and implementing a market-led strategy. Upgrade Capex appraisal and monitoring processes for a c. £100 million p.a. spend.
- Develop, motivate and involve the young, high calibre finance team directly in the growth and commercial success of the business.

THE QUALIFICATIONS

- Bright, graduate calibre accountant, aged 35+, with strong management accounting, financial control and project management skills developed in a sizeable manufacturing, engineering or contracting business.
- Robust and determined influencer and negotiator but nevertheless diplomatic and capable of building rapport and credibility at all levels in the organisation.
- Highly commercial and IT literate. A leader and team player with main board potential.

Leeds 0113 2307774
London 0171 493 1238
Manchester 0161 499 1700

Selector Europe
Spencer Stuart

Please reply with full details to
Selector Europe, Ref: FT043764,
14 Connaught Place,
London W1 2ED

c. £90,000 package + benefits

Major Plc
Principal Division

Midlands

Finance Director

Exceptionally interesting and broad FD role focused on strategy, change management and performance improvement in a highly successful group, joining a dynamic, newly appointed senior management team. Requires an ambitious FD who will bring fresh ideas, enhanced financial disciplines and commercial rigour to a group of c. £500 million turnover core business units operating in a fast-changing environment. High profile with main board career potential in line or finance role.

THE ROLE

- Instil a profit-focused and performance-driven culture through the provision of first-class MIS, reporting and control systems to enhance decision making.
- Work closely with Main Board Director responsible for the Division and business unit managers in developing and implementing a market-led strategy. Upgrade Capex appraisal and monitoring processes for a c. £100 million p.a. spend.
- Develop, motivate and involve the young, high calibre finance team directly in the growth and commercial success of the business.

THE QUALIFICATIONS

- Bright, graduate calibre accountant, aged 35+, with strong management accounting, financial control and project management skills developed in a sizeable manufacturing, engineering or contracting business.
- Robust and determined influencer and negotiator but nevertheless diplomatic and capable of building rapport and credibility at all levels in the organisation.
- Highly commercial and IT literate. A leader and team player with main board potential.

Leeds 0113 2307774
London 0171 493 1238
Manchester 0161 499 1700

Selector Europe
Spencer Stuart

Please reply with full details to
Selector Europe, Ref: FT043764,
14 Connaught Place,
London W1 2ED

DAIWA SENIOR MANAGER

IFSC, DUBLIN
Daiwa Europe Bank plc, is the principal banking subsidiary of Daiwa Securities Co. Ltd., Tokyo. Its Dublin operation provides fund administration, trustee, global custody and related services to Irish and Offshore domiciled funds.

MERC Partners has been retained to assist in the recruitment of a Senior Manager.

Reporting to the Head of Operations, the person appointed will be responsible for the overall management of the trustee and compliance functions, for the integrity of financial and regulatory reports, and for the continuing development of the MIS and administration systems. The appointee will be expected to make a key contribution to the management of the Irish operation.

Candidates will be qualified chartered accountants with at least five years experience gained in a regulated financial services environment, ideally in the mutual funds industry. They will have good interpersonal and communications skills and will be able to function effectively in a closely knit collegial management team. Systems and computer literacy will be a prerequisite.

An attractive remuneration package will apply to this important appointment.

Please write - in strict confidence - enclosing a curriculum vitae and quoting reference number 96486 to:

Brian G. Ward,
MERC Partners,
Number Twelve,
Belview Office Park,
Clonskeagh,
Dublin 14.
Fax: 00-353-1-288 0550
email: postmaster@merc.ie



Selection & Human Resource Consultants
Member of the Executive Selection Consultancies Association



Exceptional Opportunity for a Commercial Finance Professional

FINANCE DIRECTOR - TELEVISION

£55,000
to
£60,000
+ Car
+ Bonus
+ PRP

C. LONDON

Reuters Television is the world's largest provider of television news to broadcasters, supplying an integrated service which includes raw footage, ready-to-air programmes, text, graphics, still photography and archives in all media.

Reuters Television is an important part of Reuters Holdings PLC, the world's leading provider of business information and multi-media services with a worldwide turnover of £2.7bn.

For the development of the business, Reuters Television is looking to recruit an ambitious finance professional to take full bottom line responsibility in the UK, in this number one finance role. You will be a key member of the management team making a major contribution to the profit and growth of the business.

Reporting to the Managing Director - Reuters Television, with functional responsibility to the Reuters UK Finance Director, you will have responsibility for all financial management, accounting and reporting and for all commercial processes and procedures as well as providing input into the financial and commercial decisions of the business.

This is a rapidly changing environment requiring a qualified accountant with proven line experience and exposure to large commercial deals, contract negotiations and dealings with external parties. Previous Media Industry experience would be an advantage but is not essential.

You will be highly numerate, organised and flexible with a pragmatic hands on approach and have the ability to absorb pressure and see the big picture as well as shorter term goals.

This is an outstanding opportunity for an ambitious finance professional who is looking for the challenges of a growing, fast moving business with the opportunity to move into general management in the medium term.

To be considered for this position please call Dawn White on 0171 209 1000 (quoting reference FT043A) or send/fax your CV and full details of your current salary package to her at FSS Financial, Charlotte House, 14 Windmill Street, London W1P 2DY. Fax: 0171 209 0001.



Group Financial Controller

Leading European Financial Institution

to £70,000 + Bonus + Benefits

Our client is a leading integrated investment house, and is part of one of Europe's largest banking groups. It offers a full range of investment banking services and products, including banking, corporate finance, securities and fund management. In response to increasing business demands, its UK Group Finance function now requires a high calibre professional to be Group Financial Controller. Responsibilities will include:

- Managing the production of all consolidated financial information, including management accounts and statutory accounts.
- Management of regulatory reporting to UK and European authorities.
- Provide proactive support and expert advice on financial control accounting issues and internal policies.
- Managing and developing a sizeable team of professionals and making a management contribution across the whole finance function.

Candidates will be graduate ACA's with a minimum of 8 years' PQE preferably gained within a financial services group. They will display outstanding technical skills and possess strong financial control and regulatory reporting experience. Delivery focus, relationship building and communication skills will be of the highest order and be commensurate with a position of this seniority.

This represents an outstanding opportunity to join one of Europe's most dynamic and professional financial institutions.

If you believe you have the experience and dedicated approach, then please write to our advising consultant, Jonathan Kidd, enclosing an up-to-date curriculum vitae including daytime telephone number and salary details, at Harvey Nash Plc, 13 Bruton Street, London W1X 7AH. (Tel: 0171 333 0033, Fax: 0171 333 0032). Please quote reference number HNF145. You may also apply via http://hna.com/Harvey_Nash

HARVEY NASH PLC

Exceptional career opportunity for experienced Chartered Accountant

MANAGER - CORPORATE REPORTING

Major International Transportation Group

£50-£60,000
+ Car
+ Bonus

CENTRAL LONDON

Our client is a quoted International Transportation Group with a turnover of \$1.3 billion, operating through a worldwide network of offices and facilities. The Group has made substantial progress towards its goal of achieving market leadership in a range of niche industries requiring unique levels of technology and customer service, and which complement its successful and established core business. A strategy of targeted acquisitions coupled with profitable growth will be vigorously pursued over the next few years.

The appointment of Manager - Corporate Reporting has resulted from a promotion to a subsidiary Controllership, and will be a highly visible role in the Group's Corporate Function.

Based in prestigious Central London offices and reporting to the Chief Financial Officer, you will manage a team of Chartered Accountants and have responsibility for overseeing all aspects of the Group's internal and external reporting process. This will include reviewing all monthly and quarterly internal reports, external reporting to shareholders and regulatory reporting. You will also be involved in the development and implementation of new systems, and will provide technical advice and guidance to the Accountants and Controllers of the Group's worldwide operating subsidiaries on all accounting policy and related issues.

Additionally, you will work closely with the Chief Financial Officer in a wide range of ad-hoc projects, including reviewing the financial implications of business issues such as mergers, acquisitions, joint ventures, public offerings and financings. For this appointment we are seeking a high calibre graduate Chartered Accountant (or CFA) aged 33-40, with excellent technical experience gained either in practice or in industry, including exposure to complex international multi-currency consolidations and US GAAP. You will have proven management, organisational and communication skills and a good knowledge of personal computers and related software.

If you wish to be considered for this exceptional appointment offering progression within the Group, please call our advising Consultant, Susanna Sweeney on (44) 0171 209 1000 or preferably send/fax your CV (quoting reference FT0056) to FSS Financial, Charlotte House, 14 Windmill Street, London W1P 2DY (fax (44) 0171 209 0001).



Price Waterhouse
EXECUTIVE SEARCH & SELECTION

European Controller

Shaping Financial Operations Across Europe

c.£70,000 + bonus + benefits M4 Corridor

We can boast...

...twenty years of unrivalled continuous achievement demonstrated by corporate annual growth of 170% and turnover of \$970 million. We have captured over 70% of our world market with a superior reputation for precision, quality and technological sophistication at the tech end of the hi tech field. There is no doubt that we are moving fast; the corporation in Europe (with sales approaching \$100 million) has undergone fundamental change to meet the challenge of building on our success.

We need...

...someone with special qualities to direct and reshape our financial operations throughout Europe. The challenge demands leadership and you must be able to prove your ability to deliver profound organisational change to integrate our finance function with our restructured European business.

Responsibilities will include...

...internal and external financial reporting, cash management, planning, forecasting and taxation at the head of a team of six. Reporting directly to the European President and senior financial management in the US, you can expect to travel throughout the region as you drive the function forward.

You will be...

...a graduate CA of at least ten years standing with a significant proportion of that time controlling a pan-European operation. A background in a hi-tech environment rounded off with language skills would be perfect. Above all, you will relish the opportunity of employing your experience as a change agent on a European stage.

The offer

Our working environment is highly dynamic and we pursue a policy of constantly sharing ideas and encouraging individual expression and team performance.

As a member of the European senior management team, the range of benefits you enjoy will match the responsibility you carry. There is enormous scope for personal development in a quality-led, global culture which provides both challenge and excitement.

If you can match our offer...

...contact our advising consultant, David Hunter, quoting reference L/1659 at:
Executive Search & Selection,
Price Waterhouse, No. 1 London Bridge, London SE1 9QL.
Fax: 0171 403 5265
Email: David.Hunter@Europe.notes.pw.com

CRT

Tapping Potential

Group Financial Controller

Business Services

Up to £45,000 + Bonus & Benefits

North West

Key senior management role at the heart of profitable and ambitious market-leading UK plc.

CRT GROUP PLC

- Profitable £100m turnover group. Rapidly growing organically and by acquisition. Investing for the future.
- Lean and non-bureaucratic. Led by passionate corporate team which is small and cohesive.
- Market leader in core service products. Tight financial controls. Acquisitive.

THE POSITION

- Responsible for all group and management accounting, consolidations and tax. Report to Group Finance Director.

Please send full cv, stating salary, ref MN60701, to NBS, Courthill House, Water Lane, Wilmslow, Cheshire SK9 5AP

- Develop and maintain internal controls. Interpret and investigate management reports. Support acquisitions.
- Maintain group accounting standards. Close liaison with subsidiaries and external advisors.

QUALIFICATIONS

- Graduate ACA, ideally "Big Six" trained. Probably 5-10 years' PQE. Possibly first position out of profession.
- Outstanding technical skills. Keen eye for accuracy and detail. IT literate.
- Articulate, bright and self-motivated. Committed and energetic. Enquiring and influential.



NBS SELECTION LTD
a BNB Resources plc company



Manchester 01625 539953 • London 0171 493 6392
Aberdeen • Birmingham • Bristol • City
Edinburgh • Glasgow • Leeds • London
Manchester • Slough • Madrid • Paris

FINANCIAL DIRECTOR

West Midlands

c.£55K + Bonus up to 40% + Car + Bens

Our client is a growth orientated, profitable subsidiary of a major international plc. With a turnover of £45m, they are a high volume engineering component manufacturer in the process of adopting world class manufacturing techniques to service global markets. The organisation comprises manufacturing and sales operations in the UK, Europe and Far East.

Due to a recent reorganisation, they now seek to recruit a commercial goal orientated Financial Director. Reporting directly to the Managing Director, the successful candidate will have total responsibility for all financial affairs of this business including commercial business reviews, installing and maintaining good financial controls, and maintaining

strong working capital disciplines.

The Company has recently embarked on a significant investment in global enterprise systems and this project would be the responsibility of the new FD.

Applicants must be aged between 35 to 45, a qualified accountant possessing strong costing and systems implementation experience gained preferably in an international commercial engineering/manufacturing environment. They must be able to demonstrate commercial flair and be proactive in a management team.

Interested candidates should write to:
Nick Stephens at 126 Colmore Row, Birmingham B3 5AP, enclosing a full Curriculum Vitae.
Fax: 0121 246 8350



NBS SELECTION LTD
a BNB Resources plc company

NICHOLAS ANDREWS

birmingham • cambridge • leicester • nottingham • windsor

European Accounting Centre Manager

Excellent Salary and Benefits

With a customer base which includes many of the Fortune 500, this medium sized, successful US based public company is a world leader in high performance computer products.

The company is consolidating its European financial organisation and creating a multi-country accounting department based in Slough. As a result, an opening now exists for a qualified Accountant with a degree plus international and supervisory experience. Hands-on computerised accounting systems experience and PC skills are a must, as is a good working knowledge of French (German would be a real plus).

Reporting to the US-based International Controller, the successful candidate will work with a small accounting staff to maintain all accounts functions for European subsidiaries. Responsibilities are of a wide range from data entry and account reconciliation, through credit and collections, to budgeting, analysis and compliance with European and US accounting requirements. Frequent travel in Europe is envisaged.

For more information and consideration please write with CV to Greg MacDonald, Moxon Dolphin Kerby International, 178-202 Great Portland Street, London W1N 6JJ. Please quote Ref 30576

MOXON-DOLPHIN-KERBY

INTERNATIONAL FINANCE & SELECTION

Appointments Advertising

appears in the UK edition every Wednesday & Thursday and in the International edition every Friday

For further information please call:

Andrew Skarzynski on

+44 0171 873 4054

Toby Finden-Crofts on

+44 0171 873 3456

COMMODITIES ANALYST

A leading Australian stockbroker is actively seeking a Commodities Analyst to be based in its London office. As a member of our highly regarded International Resources Research team, you will assist with the analysis of base metal markets, and the markets for bulk commodities, including coal, alumina, and iron ore. An outstanding professional record in either a technical or business analyst capacity and the ability to communicate with industry and client groups at an advanced level is critical. A good degree in geology, mining, metallurgy, or economics is preferred, together with several years experience in the analysis of metal markets. In addition to your analytical ability you will need effective marketing and client-relationship skills, with a high degree of drive, initiative, and professional integrity.

Confidential applications for this position should be forwarded to Mr Graham Smith,
J.B. Wore & Son Ltd, Aldermany House,
10-15 Queen Street, London EC4N 1TX.
Tel: (0171) 203 4919. Fax: (0171) 606 2452

VENTURE CAPITAL

Mature Chartered Accountant - not less than £30,000 Required by leading London Private Equity Management group. Prime responsibility for the accounting and administration of a number of funds. Must be able to communicate effectively at highest level. Financial Services/Investment Administration experience essential. Disciplined and able to work under pressure/meet deadlines. Good sense of humour, ability and desire to work in a small team.

Box Number A5904, Financial Times,
One Southwark Bridge, London, SE1 9HL

مؤسسة الإمارات للإصالات - اتصالات
Emirates Telecommunications Corporation - Etisalat



Emirates Telecommunications Corporation - Etisalat - the official telecoms administration of the United Arab Emirates, is both well established and a leading telecoms provider in the Gulf Area. Employing more than 5,000 staff and operating through 6 branches, the Corporation uses the latest technology to provide telecoms services to the UAE and other parts of the world.

Due to its planned and rapid expansion of business and activities, the Corporation seeks suitably qualified and experienced personnel for the following positions at its Head Office in the beautiful city of Abu Dhabi.

1. FINANCIAL CONTROLLER (Ref. FC/96)

To be responsible for finances and accounting functions which broadly cover management, costing and systems accounting, stores accounting, cash management, financial feasibility studies, short and long term corporate planning, standardization of systems and procedures, budgetary and cash controls and consolidation of accounts. Should be well conversant with funding, public offering, debt instruments and should also be familiar with stock markets.

2. ASSISTANT MANAGER ACCOUNTS (Ref. AMA/96)

To be responsible for complete accounting functions, broadly covering management and cost accounting, stores accounting and preparation of budgets and accounts. Should be well conversant with project feasibility studies, their funding, short and long term planning, standardization of procedures and reporting systems. Track record of project management will be an added advantage.

3. SENIOR DEVELOPMENT ACCOUNTANT (Ref. SDA/96)

To be responsible for designing and developing technically sound accounting systems and procedures. Should be well conversant with information technology, financial planning, management and stores accounting and project feasibility studies.

REQUIREMENTS:

Candidates for the above positions must be members of any Institute of Chartered Accountants in England or Scotland or Ireland with a minimum of 15 years experience of which 5 years at senior management level and should be familiar with all computer applications and systems. Experience in telecommunications and satellite industry will be preferable.

SALARY

Excellent tax-free salary commensurate with qualifications and experience will be offered

AND OTHER BENEFITS

| | |
|----------------------------------|----------------------|
| Furnished family accommodation | Annual increment |
| Medical & Educational assistance | Yearly bonus |
| Family annual air passage | Terminal gratuity |
| 2 year renewable contract | 44 days annual leave |

Interested candidates may send their applications together with a recent passport size photograph and copies of supporting documents within 10 days from the date of this advertisement mentioning job reference on the application to:

The Senior Recruitment Officer
P.O. Box 3838, Abu Dhabi, U.A.E.

Group Finance Director

Main Board - Glenmorangie plc

Excellent Package + Bonus

Edinburgh

Outstanding commercially-minded finance professional with first-class technical skills to make significant contribution to Group's growth and development.

THE COMPANY

- Produces some of UK's most prestigious brands of single malt and blended whisky.
- Turnover £35m+, 60% export. Profit £6m+.
- Undergoing significant evolution and growth.
- Well established through worldwide distribution network. Main overseas markets in Europe and America; also in Africa, Middle East and Australasia.

THE POSITION

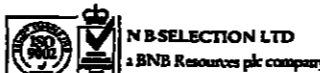
- Direct all group financial management. Responsible for accountancy, treasury, IT and company secretarial. 12 reports.
- Contribute to development of strategic plan for international growth. Board member. Report to MD.

- Banking and City contact. Also responsible for cash management and planning funding. Monitor financial arrangements with JVs. Develop IT systems.

QUALIFICATIONS

- Qualified accountant. Background in major plc or division. Line management experience running profit centre and knowledge of acquisitions/disposals useful.
- Knowledge of international consolidation and monitoring satellite performance essential. Experience of City and preparation of annual reports valuable.
- Highly commercial and pragmatic, persuasive and rigorous. Presence and intelligence. Experience of drinks industry/Customs and Excise desirable.

Please send full cv, stating salary, ref EB607A1, to NBS, 42 Frederick Street, Edinburgh EH2 1EX



NBS SELECTION LTD
a BNB Resources plc company



Edinburgh 0131 220 2400 • London 0171 493 6392
Aberdeen • Birmingham • Bristol • City
Edinburgh • Glasgow • Leeds • London
Manchester • Slough • Madrid • Paris

Finance Professionals

Be Part Of A World Class Service

CSL Managed Services, the outsourcing arm of Deloitte & Touche, is seeking to expand its range of outsourced financial accounting services across Europe including establishing its first International Accounting Centre in the UK.

We require finance professionals to lead these initiatives. The successful candidates will be able to demonstrate a track record of initiating and implementing change at a senior level and the ability to lead and motivate large groups of people to deliver client focused services.

You will ideally possess the following:

- UK or European professional accountancy qualifications;
- Extensive accounting experience, preferably in two of the following countries: UK, France, Germany, Italy, or the Netherlands;
- Excellent communication skills in English and, preferably, one of the following: French, Italian or German;
- User experience of SAP and ORACLE financials.

An attractive negotiable package is offered.

For further details, please call Fred Pottrell on 01908 830900, or send your CV direct to CSL Placements, Ashton House, Nijlbury Boulevard, Central Milton Keynes, MK9 2HG. Alternatively, e-mail Placements@CSL.Touche.Co.UK

CSL

"Equal opportunities in action"

Deloitte & Touche

Handwritten signature or stamp

Handwritten note in a box at the top of the page.

Chief Financial Officer

Treasury and control expert

Western part of the Netherlands Excellent salary package (NLG 200.000++, Bens)

Our client is a major international commodity trading company operating through its own network of offices worldwide. The company is presently involved in an acquisition process which will eventually more than double its turnover. In order to support this expansion and to upgrade, manage and monitor information flows, treasury function and planning processes, the company now seeks to recruit a high calibre professional for the vacant position of Chief Financial Officer. Excellent technical and interpersonal skills and a high level of personal integrity are absolute requirements for the position.

Tasks and responsibilities:

- Delivering fundamental input to long-term strategy and operational plans.
- Upgrading and optimisation of the use of the company's financial resources.
- Co-ordinating the realisation of planning, budgeting, forecasts and management reports.
- Optimisation of tax planning and reporting.
- Development of integration mechanisms for acquired companies.
- Evaluation of investments and acquisition proposals.
- Liaising with tax authorities, banks, auditors and other consultants.

Profile of the suitable candidate:

- Broad business view with exceptional commercial acumen.
- Creative, strategic thinker with an entrepreneurial spirit.
- Strong analytical and problem solving skills.
- Absolute fluency in German and English.
- Extensive experience on a senior level in a multicurrency (preferably commodity trading) company.
- Capability to contribute efficiently and effectively in a non-hierarchical, informal, international team.

Interested candidates should send a comprehensive CV to Michael Page, 'Apollo House', Gerrit van der Veenstraat 9, 1077 DM Amsterdam, The Netherlands, quoting reference RO/44864, attn: drs Roderick B. van der Valk. For further information please call 00 31 205789444.



Michael Page International

International Recruitment Consultants
London Paris Amsterdam Düsseldorf Frankfurt Hong Kong Sydney

FINANCE MANAGER

c.£40K+Car+Benefits Central London

Our client is an expanding international consulting and publishing group of companies. They are looking to appoint a Finance Manager who will have responsibility for handling its financial and management accounting. Career prospects are excellent and the successful candidate can look forward to appointment to the Board.

The Role

Reporting to and working very closely with the Finance Director.

Supervision of a small accounting team.

Continuing development and implementation of vital management information systems and timely delivery of the data to the Directors and Managers of the businesses in the UK and overseas.

Active involvement with financial planning and budgetary control.

Production of statutory accounts and tax computations in close co-operation with the auditors.

The Requirements

A qualified accountant, probably aged 30-35.

A "hands-on" professional with good IT experience and knowledge and the ability to develop and implement system changes and improvements.

A high level of communication skills combined with the ability to manage and motivate staff.

The ability to become involved in various aspects of the business.

Please reply in writing enclosing a full cv including current salary to:

Howard Midgeon FCA
Reed Taylor Simlers
1 Tyburn Lane, Harrow
Middlesex HA1 3AG

FINANCIAL SYSTEMS MANAGER

Dynamic Growth Environment

London or Kent

£45-50,000, bonus, car

Our client is a rapidly growing division within a major global player in telecommunications whose products and services enjoy a high profile reputation worldwide. This rapid growth division (turnover c.£250 million) is itself a profitable market leader. To support future growth and development this broad and demanding role has arisen.

Your objectives will be to:

- Project manage a major systems integration programme
- Evaluate and influence the cost effective and prompt resourcing of systems needs
- Ensure that Commercial Management are able to utilise information to maximise profitability
- Develop open communication and understanding between all users and providers

The above will require that you are a Qualified Accountant with the commercial and strategic vision to ensure that systems are developed and utilised to support a maximum level of profitable growth. An in-depth technical systems knowledge is not essential. Previous experience in a senior role within a team implementing such a system is however vital. Your leadership and influencing skills will be crucial in opening communication channels and achieving acceptance of your ideas and plans. Above all your flexibility in this environment of dramatic change and growth will be essential.

Interested candidates should write with full CV, quoting current rewards package to Karen Wilson, Hoggett Bowers, 7-9 Bream's Buildings, Chancery Lane, London EC4A 1DY, Tel: 0171 430 9000. Fax: 0171 405 5995 quoting ref: HKW/4528/FT.

Hoggett Bowers

EXECUTIVE SEARCH & SELECTION



REGIONAL FINANCIAL CONTROLLER

HIGH PROFILE, COMMERCIALY FOCUSED ROLE

NORTH WEST

TO £50,000 + CAR + BONUS

- Exciting opportunity to join market leading retailer of branded capital goods/services. Help spearhead a major change programme and contribute to business development as a key member of the regional senior management team within one of the largest and most complex regions.
- Part of a major plc with turnover in excess of £1 billion, highly regarded for its commitment to customer service and quality, and offering considerable scope for future career development.
- Highly commercial role, focused on:
 - Challenging traditional business processes;
 - Analysing customer/product profitability;
 - Reshaping the business to deliver better returns;
 - Delivering accurate business plans and forecasts;

- Maintaining high financial control standards through a Regional Finance Team.

• Candidates will be qualified accountants, with strong financial and analytical skills gained in an operational environment, and preferably within a multi-site retail/service business.

• Good intellect and rounded business awareness are essential, together with the commercial acumen to ensure the profitable delivery of outstanding customer service.

• Well developed interpersonal skills - able to persuade and influence across the business, as well as manage and motivate others. Unquestionably customer driven and a team player who can shape as well as monitor.

Please apply in writing quoting reference 1175 with full career and salary details to:
Susan Ryder
Whitehead Selection Limited
11 Hill Street, London W1X 8BB
Tel: 0171 250 2043
http://www.gtact.co.uk/whitehead



A Whitehead Group PLC company

Group Financial Controller

Newly Created Position

London

c £40-45,000 + Car

To date the Environmental sector has been characterised by small, fragmented, specialist businesses. Our client, a recently formed company, is the first group to offer customers worldwide, fully integrated solutions combining technologies, products and services satisfying all their environmental needs.

Backed by an impressive senior management team and in a market which is forecast to exceed \$300 billion by the turn of the century, this company has tremendous potential. Largely through strategic acquisition as well as organic business development, turnover is expected to grow to £40 million by the end of 1997 when flotation is planned.

This position represents a rare opportunity for a young accountant of the highest calibre.

Reporting directly to the Group Finance Director, you will be responsible for the provision of high quality, technical and commercial support on all

group financial matters. This will involve setting up and managing the entire range of financial accounting, reporting, budgeting and analysis functions and acting as a liaison between Head Office and the UK and overseas subsidiaries. Additional responsibilities will include the analysis and review of acquisition targets and extensive preparation for the flotation of the business.

The successful candidate will be a graduate qualified accountant (aged 27-35) with a proven record of experience at a senior level within a commercial environment. A strong personal presence and outstanding interpersonal skills, combined with an energetic approach are essential.

Should you be interested in applying for the role please send a full curriculum vitae, salary details and daytime telephone number, quoting reference 297221, to Richard Letcher at Michael Page Finance, Page House, 39-41 Parker Street, London WC2B 5LH or fax 0171 831 2612.

Michael Page Finance
Specialists in Financial Recruitment

London Bristol Birmingham Edinburgh Glasgow Leamington Spa
Maidenhead Manchester Nottingham St Albans & Worldwide

c. £70,000 + Bonus + benefits

vertex

North West

Finance Director

Vertex, a £200 million subsidiary of United Utilities plc, is an independent business employing 2,500 people, aiming to be the first choice supplier of technology-based managed services to both group and external customers throughout the UK. A top-flight Finance Director is sought to contribute at a strategic business level as well as provide the systems and accounting support demanded by a new and growing company. A superb career-building opportunity for a fast-track professional.

THE ROLE

- Reporting to the Managing Director, responsible for a team of 25 and for all aspects of statutory and management accounting.
- Working closely with the executive team to review business ventures, representing Vertex externally during contract discussions and partnership opportunities.
- To complete the establishment of systems for the newly formed business, ensuring a framework of controls and range of management information to underpin ambitious plans for future growth.

THE QUALIFICATIONS

- Probably in your 30s, graduate education, professionally qualified, thoroughly numerate and fully up-to-date with modern accounting techniques. Maturity to lead negotiations with conviction.
- Already responsible for the financial management of a substantial autonomous business or division, accustomed to steering a secure path through periods of rapid growth and corporate development.
- Enthusiastic, proactive team player. Must promote high standards and set stretching objectives. Ambitious, thriving but disciplined, seeking a stimulating environment in which to develop.

Leeds 0113 2307774
London 0171 493 1238
Manchester 0161 499 1700

Selector Europe
Spencer Stuart

Please reply with full details to:
Selector Europe, 1st Fl, 111, Old Street,
Aldgate East, London EC2A 3DF.
Spald Street, Manchester M2 5LJ

CABOUCHON UK Finance Manager

Middlesex

Salary to £38,000

Cabouchon was established in October 1990 in the UK and specialises in the supply of beautiful hand-finished 18 carat gold and silver or rhodium plated jewellery which is distributed through a network of independent consultants.

Since 1990 Cabouchon has built up a significant presence in Europe, notably France, Germany, Switzerland and Sweden. During March 1996, in keeping with plans for global expansion, Cabouchon entered the Asia Pacific market.

Cabouchon's success and exceptional growth rate have been widely acknowledged by the international press - 1995 sales at retail value reached £140 million.

As a result an opportunity has now arisen for a UK Finance Manager to join Cabouchon in a 'hands-on' role managing a team of 10 people and ensuring the smooth functioning of the finance department.

Reporting to the Group Financial Controller, interfacing with the UK Board and working within a complex and dynamic environment, key areas of responsibility will include:

- Day-to-day running of the Finance Department.
- Leading and motivating an expanding finance team.

- Planning and co-ordinating month end and year end reporting activities.
- Ensuring that tight reporting deadlines are met and that management information is relevant, timely and accurate.
- Implementing new financial accounting systems to meet the changing needs of the business.
- Contributing to budgeting and forecasting process.

The successful candidate will be a qualified accountant, ideally ACMA, with first class technical ability combined with excellent communication and influencing skills.

Essential qualities will include highly developed interpersonal skills, enthusiasm, energy, flexibility, a pragmatic approach to work and a proven track record of motivating and managing a team. This role offers an exciting and challenging opportunity to contribute within a rapidly expanding international business in a young and developing market.

Interested applicants should forward a CV and details of current remuneration package to Isobel King ACMA MBA, at Michael Page Finance, Page House, 39-41 Parker Street, London WC2B 5LH. Tel 0171 269 2265.



Michael Page Finance

Specialists in Financial Recruitment
London Bristol Birmingham Edinburgh Glasgow Leamington Spa
Maidenhead Manchester Nottingham St Albans & Worldwide



Egham, Surrey

Assistant Director of Finance

c £43,000 + Car + Benefits

The Hanover Group is a national player in the Housing Association movement. It serves the housing and support needs of around 20,000 older people.

The group enjoys a turnover in excess of £40 million and manages over 14,000 rented, leasehold and freehold homes throughout England. Well placed for further expansion, a need has arisen to strengthen the finance function.

The role of the Assistant Director of Finance is broad and challenging. At a group level the successful candidate will be involved in strategic planning, information systems development, financial reporting and deputising for the Director of Finance. Treasury functions and full responsibility for the finance function of a subsidiary company are also key aspects of this role.

You are likely to be a qualified Chartered Accountant with commercial acumen who is used to delivering a service to non-finance functions. You will need at least five years' management experience and have an empathy with the housing sector. First hand experience of working in a housing association is not necessary.

This is a new position in a dynamic and constantly changing environment and will offer a highly rewarding challenge to the right candidate.

If you would like to be considered for this position, then please write, explaining why you are interested in the role, to Stephen Hockley MBA at Michael Page Finance, Page House, 39-41 Parker Street, London WC2B 5LH.

The Hanover Group is an Equal Opportunities Employer.

Michael Page Finance
Specialists in Financial Recruitment

London Bristol Birmingham Edinburgh Glasgow Leamington Spa
Maidenhead Manchester Nottingham St Albans & Worldwide

MANAGEMENT

Painted by some as the data processing equivalent of selling the family silver, few areas of information management create as much controversy as outsourcing.

An increasingly fashionable practice of devolving responsibility for a company's data processing activities to a third party, it has been hailed as a way of regaining managerial and financial control over the notoriously wayward information technology function. Critics maintain, however, that outsourcing contracts frequently favour the vendor and that savings are hard to identify. New research in the US and Europe suggests they may be right.

Commitment to outsourcing varies from company to company. Some contract out single IT services while others transfer not only their entire processing workload but also responsibility for their IT staff and equipment.

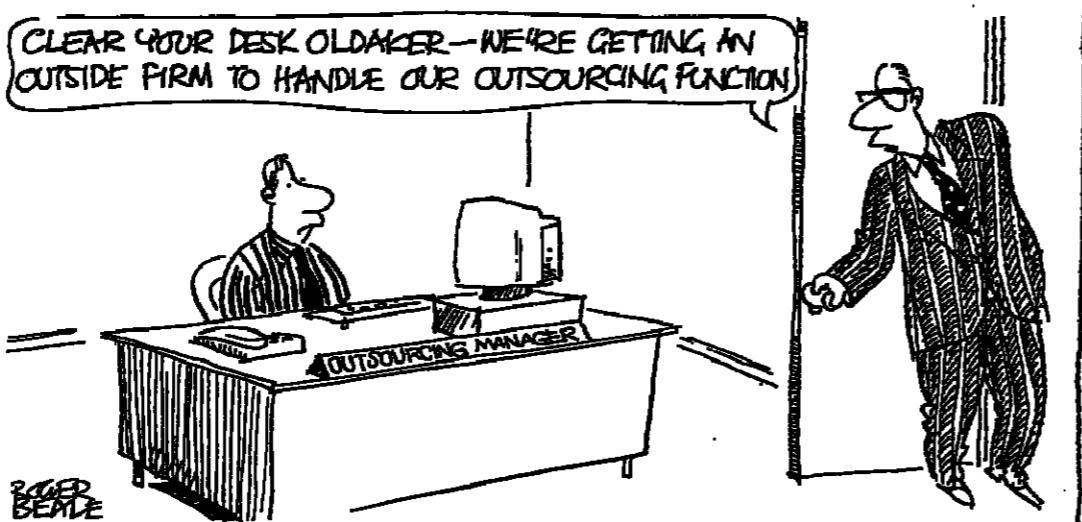
Once dominated by a few big players - EDS and CSC in the US, and Hoskyns Group (now part of Cap Gemini Sogeti of France) in the UK - the market has both fragmented and changed fundamentally with the advent of superdeals worth many millions of dollars and lasting up to a decade. EDS, for example, announced a \$3.2bn, 10-year deal with Xerox Corporation in 1993.

US firms which have outsourced IT operations in this way include Eastman Kodak, Continental Airlines and General Dynamics. In the UK, the list includes BP Exploration, British Aerospace and government departments including the Inland Revenue and the Department of Social Security.

While there are clear dangers in giving away a company's information assets, the case for outsourcing on the grand scale is undeniably attractive. It offers companies the opportunity to cap IT spending while allowing them to concentrate on their core activities.

It should result in more effective IT, in a development which it calls "co-sourcing". EDS, the world's biggest outsourcing group, has introduced the concept of a partnership between itself and its customer to their mutual benefit. It is "a collaborative relationship based on delivering business value that is clearly defined and measured in the customer's terms".

Evidence is beginning to accumulate that outsourcing can deliver what it promises. An international survey* by the PA Consulting Group in June found a strong correlation between high levels of outsourcing and enhanced stock market performance. "The top five strategic sourcers outperformed the FT-SE index on average over three years by more than 100 per cent," PA notes. "The bottom five underperformed the FT-SE by more than 66 per cent."



Buyers beware when handing over responsibility for IT to a third party, warns Alan Cane

Tapping into outsourcing

However, the PA team subsequently revealed that only five per cent of the companies they questioned were getting the full benefits from their outsourcing contracts while avoiding drawbacks.

The biggest problem with most outsourcing contracts, according to a new study** from Templeton College, Oxford, is unanticipated costs. In one example, a petrol company was charged almost \$500,000 in excess fees in the first month of a new contract.

One of the most exhaustive of its kind, the Templeton study was carried out by Mary Lacity, an assistant professor at the University of Missouri, and Leslie Willcocks, Fellow of Templeton. Both are veterans of the outsourcing debate and neither are likely to fall for outsourcing hyperbole. In a study published in 1993, Lacity warned that outsourcing was no panacea for information systems problems and that contracts carelessly written could attract unexpected costs.

The Templeton work takes this argument further. In about half of 61 deals analysed in 40 US and UK organisations, the expected cost savings either failed to materialise or were not obvious.

Lacity and Willcocks are particularly critical of deals based on strategic partnerships between vendor

and client, none of which produced the expected cost savings. "Strategic partnerships often result in poorly negotiated contracts which favour the vendors. Tailored contracts which fully specify costs and requirements are preferable," they say.

They are also critical of the fashion for long-term contracts: "Short-term contracts are preferable to long-term contracts for several reasons," they write. "First, technology and business conditions cannot be predicted for more than three years, thus making contracts increasingly outdated as time progresses."

"Second, short-term contracts motivate vendor performance because vendors realise customers may switch suppliers when the contract expires. Third, short-term contracts allow companies to recover and learn more quickly from mistakes."

David Thorpe, EDS managing director in the UK, counters that much depends on the nature and flexibility of the contract. There would be little point in forming a strategic partnership with a company looking only for commodity data processing. Co-sourcing comes into its own, he says, when the customer is looking for innovation.

Also, there has to be an element of payment by results to make the partnership work.

Long-term contracts demand flexibility to take account of changes in technology and the business situation. While 10 years might be considered too long a period, three- or five-year contracts may create instability and concern for job security among staff transferred.

PA, the Templeton academics and EDS all agree that the contract is the key to successful outsourcing. Because vendors write several a month, while it may be a singular experience for their clients, the vendors hold all the aces.

The lesson for management is that simply signing away a company's IT systems will not solve its data processing problems. The company must decide what it wants from the deal in minute detail and set rigorous contractual terms to ensure satisfaction. They must also put in place mechanisms to monitor performance throughout the life of the contract.

*PA Strategic Sourcing 1996; PA Consulting Group, 123 Buckingham Palace Road, London SW1 9SR, UK, £395.
**Best Practices in Information Technology Sourcing, Templeton College, Oxford University, UK, £58.

JOHN KAY

How to make a price war pay



You have missed your chance to make 12 trips between London and Oxford for £15. The price war on the M40 is over. But there are plenty of other bargains around. Call in at your local Esso or BP station, visit your local supermarket. There is a mortgage sale at the building society and if you live in the south-west there is 25 per cent off gas.

A successful price war was the one Philip Morris began on Marlboro Friday, April 2 1993. The company cut the price of the world's best-selling cigarette by almost 30 per cent - and in the process knocked almost \$10bn (£6.8bn) off the market value of the company. What the market did not understand was that Marlboro Friday was not so much the beginning of a price war as the beginning of the end of a price war. Marlboro's share of the US cigarette market, once around 30 per cent, had fallen to 22 per cent. Producers of premium cigarettes, such as Marlboro, had responded to falling volumes of cigarette consumption by pushing up prices to maintain profits. Manufacturers of generic cigarettes had held down prices to maintain volume. The widening gap between premium and generic products had been filled by low-cost brands. American Tobacco - which had once dominated the US industry but had since undergone steady decline - was leader in that intermediate segment.

A price war can only pay if its long-run result is to change market structure or market behaviour. Philip Morris succeeded in doing both. The price war largely destroyed the cheap brands, and American Tobacco quit the market altogether, selling the remains of its operations to BAT. And the threat of continuing price competition forced the terms of an armistice between the generic manufacturers and the premium producers. By 1995 Marlboro had regained its lost market share and premium and generic prices

were drifting up together. The PM share price more than recovered its lost ground. A few months after Marlboro Friday, News International cut the price of The Sun and The Times and began a price war in the British newspaper market. Three years later, it does not seem that they have succeeded in making a permanent change either to market structure or market behaviour. The Independent is still there, and the only paper to quit has been News International's title, Today. The Daily Telegraph accepted that it could maintain only a limited price differential over The Times. Oxford remains the showpiece of bus deregulation. In the early days the city's traffic was brought to a halt by the density of competing bus services. Last autumn, the simmering rivalry between Thames Transit and the Oxford Bus Company became open warfare when the former offered an alternative to the latter's monopoly on the Heathrow run. Successive price cuts culminated in a £3 return fare. The price war continued through the winter, with both companies filling their coaches but draining their revenues.

But as the academic year ends, the students disperse and the dons make their last trip to Heathrow until the September academic conference season. The balance of traffic shifts from knowledgeable and price-conscious regulars to the occasional tourists. Thames Transit offered an olive branch with a modest price increase. And last weekend both companies put their

prices back to last summer's level. There seems no benefit which either company can show for their long bleak winter. No change in market structure, and pricing behaviour is as it was.

Why did Philip Morris succeed, and Oxford coach companies fail? The Marlboro cowboy war succeeded because there were clear, if necessarily tacit, objectives, and overwhelming commitment on the part of the initiator. Philip Morris's aspirations were to squeeze the middle segment of the market and to impose price discipline on the generic products. One of the reasons it succeeded in both was the more or less infinite resources which one of the world's largest companies could bring to bear, and the certainty that senior management reputations and jobs were on the line could have left rivals in no doubt that the company was determined to achieve its objectives.

The Oxford bus battle, by contrast, looks more like an instance of two firms drifting into a costly and unproductive mistake. The newspaper war fell somewhere in between: less clarity, less commitment and a strategy which, when it failed to kill any rival, seemed itself destined to fail. Where does this place Esso, who launched the petrol price war at the beginning of this year? Petrol seems more like tobacco than either buses or newspapers. Esso can hope to achieve both a change in market structure and a change in market behaviour. It can force out independent retailers and wholesalers who, like the generic brands in the US tobacco market, have no sustainable position in a market focused entirely on price. And it can establish a price accommodation with the supermarkets.

These can be allowed to discount by a penny or two but the majors have signalled that too much aggression on price or market share will be costly for everyone.

Identifiable objectives, depths of resources and strength of commitment are the keys to success in a price war. Philip Morris and Exxon have all of these. But don't launch one if you don't.

Identifiable objectives, depths of resources and strength of commitment are the keys to success in a price war

BUSINESSES FOR SALE

By Order of the Board of Directors, due to Group restructuring
FOR SALE AS A GOING CONCERN

A UNIQUE BUSINESS specialising in highest quality printing with full in-house pre-press printing and finishing.

- Based in South East
- Turnover £18 million
- Full Accounts available
- 55,000 sq ft works and offices
- Flexible terms
- Blue Chip Customer Base
- Latest Plant and Machinery book value £13 million
- Skilled and dedicated workforce of 160 (non union recognition)

For further details please contact:

JAMES OWEN & CO
136/144 Granville Road
London NW2 2NL
Tel: 0181 458 5545 Fax: 0181 458 0696

BUSINESSES FOR SALE

Appear in the Financial Times on Tuesdays, Fridays and Saturdays.

For further information or to advertise in this section please contact

Karl Loynton on +44 0171 873 4780 or
Melanie Miles on +44 0171 873 3349

(In Provisional Liquidation)

Following the appointment of Mr Andrew Philip Peters of Deloitte & Touche as Provisional Liquidator of Excalibur Airways Limited and Excalibur Travel Limited the opportunity arises to acquire the business and assets of this UK Charter Airline based at East Midlands Airport, Derby, England.

For further details contact Andrew Peters or Roger Brown on Tel: 0121 200 2211. Fax: 0121 695 5555.

Deloitte & Touche, Colmore Gate, 2 Colmore Row, Birmingham B3 2BN.

COMPANY DIRECTORS

Do you have a child/relative seeking a career? Buy my business (25K), I'm a locksmith in West Sussex, and I'll train them if needed. No intermediaries.

Write to Box 94611, Financial Times, One Southway Bridge, London SE1 9SL.

Retirement Sale

based in Southern England. Own brand wholesaler. Niche business in marine trade. Large customer base. No serious competition. Offers in region of £500,000

Contact to Box 94674, Financial Times, One Southway Bridge, London SE1 9SL.

CONTRACTS & TENDERS

PARANA **COPEL**

SALTO CAXIAS HYDROELECTRIC POWER STATION
INTERNATIONAL BIDDING - C-304
SUPERVISION, CONTROL AND PROTECTION EQUIPMENT
DELIVERY DATE POSTPONEMENT

COMPANHIA PARANAENSE DE ENERGIA - COPEL, informs that the delivery of the qualification documents and price bid for the International Bidding C-304 - Supervision, Control and Protection Equipment, was postponed to July 11, 1996, at 2:00 p.m., Rua Voluntarios da Patria, 223 - ground floor.

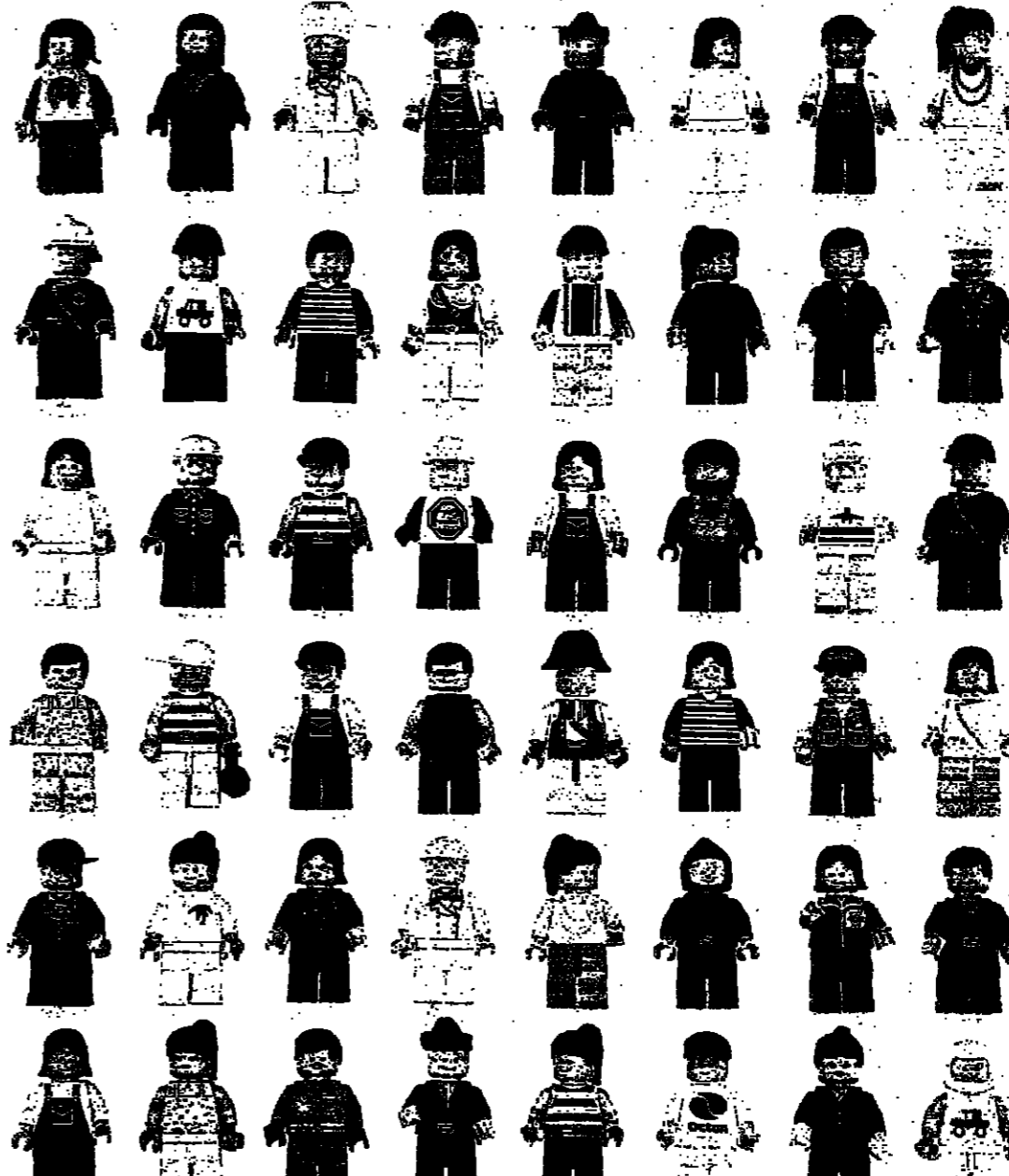
The other provisions of the instructions to Bidders remain unmodified.

COMPANHIA PARANAENSE DE ENERGIA

LEGAL NOTICES

INSOLVENCY RULES 1986
OLD CHELSEA DISTILLERS LIMITED
Nature of business: Bottlers & Distillers
Administration Order made: 20 June 1996
D NISBET Administrator
Dated 24 June 1996

INSOLVENCY RULES 1986
NORTH LODGE GARAGES AND SERVICES LIMITED
on Liquidation
NOTICE IS HEREBY GIVEN pursuant to Rule 4.106 of the Insolvency Rules 1986 that Nigel Baskind and Fred Hunter Cooper of 10 North Lodge, North Lodge, London EC2A 4JF have been appointed Joint Liquidators of the above named Company on 26 June 1996 by The Members.
Dated 29/6/1996
NIGEL BASKIND and FRED HUNTER COOPER
Joint Liquidators



SPOT THE REFUGEE

There he is. Fourth row, second from the left. The one with the moustache. Obvious really.

Maybe not. The unsavoury-looking character you're looking at is more likely to be your average neighbourhood slob with a grubby vest and a weekend's stubble on his chin.

And the real refugee could just as easily be the clean-cut fellow on his left. You see, refugees are just like you and me.

Except for one thing.

Everything they once had has been left behind. Home, family, possessions, all gone. They have nothing.

And nothing is all they'll ever have unless we all extend a helping hand. We know you can't give them back the things that others have taken away.

We're not even asking for money (though every cent certainly helps).

But we are asking that you keep an open mind. And a smile of welcome. It may not seem much. But to a refugee it can mean everything.

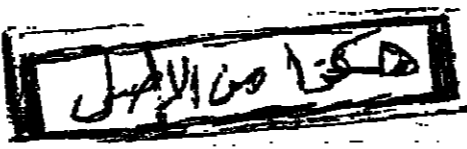
UNHCR is a strictly humanitarian organization funded only by voluntary contributions. Currently it is responsible for more than 19 million refugees around the world.

UNHCR Public Information
P.O. Box 2500
1211 Geneva 2, Switzerland



United Nations High Commissioner for Refugees

Handwritten signature: JAVICO LTD



ARTS

Sponsorship/Antony Thorncroft

ABSA makes the arts grow stronger

The sun shone through the open roof of Shakespeare's Globe; narrator Stephen Fry was present and urbane. The winners and losers at the FT/ABSA awards for outstanding contributions to arts sponsorship in 1995-96 behaved rapturously and stochastically. It was a fine evening on Wednesday.

Sir Trevor Holdsworth, chairman of the judges, hit the mark with his observation that "ABSA makes the arts grow stronger". Stephen Fry mellifluously introduced Colin Tweedy, ABSA's director general, as "never woolly, sometimes silky, always Tweedy"; and Sir Simon Horbury, chairman of ABSA, issued his customary warning against complacency.

Last year he drew attention to the danger of lottery demands on business siphoning away money needed to fund arts performances; this year he was concerned about the new breed of balance-sheet managers who have neither the time nor the inclination to appreciate how essential the arts are to a successful society.

Colin Tweedy announced that ABSA was seeking £20,000 a year for three years from 20 corporate friends of the arts to fund a campaign to educate the younger generation of managers in civic responsibility, and also bring the arts and artists into companies. In the past the emphasis has been on business giving money to the arts. In future there will be much stress on business giving its time and expertise.

When the Yorkshire Building Society took over the Hammond Sauce Works Brass Band in 1993 it was taking a gamble. The band had seen better days and was threatened with relegation from the brass bands first division. Paid bookings were down to 14 a year and Hammond Sauce had withdrawn its support.

In May the Yorkshire Building Society Brass Band became European Brass Band Champions, and this week Shona White, who plays tenor horn for the band, won the BBC's Young Musician of the Year Competition (sponsored by Lloyds Bank). Paid engagements are up to 45 a year and only a booking abroad prevented the band acting as the warm-up for pop stars Bon Jovi this week.

Sponsoring the band costs the Yorkshire Building Society £70,000 a year but in terms of name exposure and good publicity it has proved an excellent investment. It also gives the Yorkshire an edge over its local arch rivals, the Bradford & Bingley which sponsors the Black Dyke Mills Band, runners up in the European final.

Brass bands, which played under the name of the company employing the musicians, must have been the first form of arts sponsorship. As collieries and mills closed so new backers stepped forward, often building societies. The Alliance & Leicester last year took over the Knebworth Brass Band and the Britannia Building Society backs the famous Podens. Even small building societies, such as the Barasley and the Vernon, have bands. But it is the Yorkshire which seems to have made the best investment.

A belated convert to the advantages of arts sponsorship is the Corporation of the City of London. Until recently there was a coterie of aldermen railing against the City's subsidy to its Barbican arts complex. Now all that has changed. The City has realised that if it wants to continue as the European centre of finance it must offer foreign companies a pleasant and cultured, working environment. Hence its support for the City of London Festival, currently embracing the Square Mile until July 14.

Last year the City agreed to give the festival £260,000 a year until 1997 if the organisers could find

matching money. This was achieved last year, and has been exceeded in 1996, with sponsors putting up around £300,000 in cash and help in kind. It is almost certain that the City will renew its commitment in September 1997.

For most backers the attraction is obvious - the chance to entertain key clients to pleasant musical diversions in venues not always accessible to outsiders, like the Merchant Taylors Hall and the Skinner's Hall.

But Stephen Barter of Richard Ellis, who chairs the festival, is ambitious, and wants it to be taken as seriously as the festivals at Edinburgh and Brighton. He has added an out-reach programme, and slotted in populist events. This

has persuaded Marks & Spencer to put up £75,000 over three years to look after the educational projects, while 2,500 people were attracted to Paternoster Square last week for the literally explosive open air performances by Polish actors Teatr Buro Podrój, sponsored by the John S. Cohen Foundation.

The Midland Bank, HSBC, Warburg, Unilever have rallied round, plus less obvious companies, like first time sponsor Linklaters and Paines, the lawyers. The only threat to the festival is the very generosity of the "New City". The Corporation has promised £5m towards the Millennium exhibition at Greenwich and agreed to raise another £7m from City firms, is there enough spare cash for all?

UNISON, the trade union, has become an important arts sponsor, committing £35,000 a year for three years to the National Youth Jazz Orchestra. The money is matched by the government funded pairing scheme.

ake a pay

Dance

Mozart maltreated

An insufferable evening. The omens were not good: the slam-of-the-cell-door announcement that running time was "two hours (no interval)"; a delay of 30 minutes while adjustments were made to the staging. I should have raced for the exit before the lights went down. Conscientious to the last, I stayed, and was rewarded with a foretaste of the torments of the damned.

The occasion was Wednesday night's single appearance at the Royal Festival Hall of Anne Teresa De Keersmaeker's dance troupe, Rosas. Keersmaeker replaced Mark Morris at Brussels' Monnaie opera house in 1992, in one of those pendulum swings of taste that are proof of the malignity of fate and the awfulness of European taste in post-modern dance.

Morris, most musically sensitive of free-style choreographers, was supplanted by a dance-maker who, as Wednesday night showed, can blithely maltreat great music with every kind of cliché and posturing activity to pay it an attention it does not merit.

The setting, by Herman Sorgeloos, was handsome: on this circular arena four seven men, seven women, armed with Keersmaeker's miserable repertoire of tics, trundlings, infantile rumpings, and that famous old Belgian trick of slamming oneself to the ground. They wear a variety of crude, off-baroque costumes and busy themselves round and under the music like an infestation of cockroaches.

The entire enterprise is insolent, both in its feeble means and in its crass manner. We are assured by journalistic puffery that Keersmaeker is seen in Europe as a significant creator. I have, across the years, found her work vivid, sadly limited in language, and naggingly vulgar. Nothing about this loathsome evening suggests I should change my mind.

Clement Crisp



Haunting bewilderment: a scene from Tim Supple's new production of 'The Comedy of Errors'

Theatre/Alastair Macaulay

Continuing fascination of twins

Twins: has any other subject yielded more fascinating results from recent research? Twins separated at birth and brought up in dissimilar circumstances have, decades later, been shown to demonstrate the same tastes in sexual matters, in clothes, in names, and, for that matter, have been found to be living in the same town. This research indicates the importance of genetics rather than environment on human development and it also casts a newly serious light upon all those giddy fancies that, for over two millennia, have been written about what happens when one long-sun-dared twin turns up in the town inhabited by the other.

I do not know whether Tim Supple has been influenced by this research in his remarkably serious new production of Shakespeare's *Comedy of Errors* for the Royal Shakespeare Company, or whether he has proceeded from nothing but the text. Sometimes he starts to turn it into *The Tragedy of Errors*, sometimes it swims too soberly against the bubbly current of the

words, and it has a few weak performances. But it is a perfect antidote to the frothy account of the play that has become traditional. Supple's production has its elements of true comedy, and it reveals a finer strain of poetry in the play than I have ever heard. The sense of mystery and bewilderment that it creates are haunting. At the end of Supple's staging, the recognition scene brings several members of the cast to rest.

"They say this town is full of coz-enage" says Antipholus of Syracuse after his first confusing experience on arrival in Ephesus. No sooner has his servant Dromio departed to deposit his money than the other Dromio appears, admitting no knowledge of the money. In this production, the line sounds like a cousin of Caliban's "The isle is full of noises", and Ephesus starts to seem as disturbing and magical a place as Prospero's isle, a city in which people seem to deny one minute the experiences that they seem to have had a minute before, in which people are hailed by strangers as well-known acquaintances.

At many points throughout the play we hear music, music composed by Adrian Lee in the Epehian style and played on instruments from the Near East with Sylvia Hallett singing before and after scenes in Asiatic vocal lines and half-maudlin but not always Asiatic words. Robert Innes Hopkins has designed an Ephesus where ancient and modern styles of architecture and dress overlap, where no surface is horizontal, and where the three planes on which the action takes place form a zigzag of steep slopes.

This is a true ensemble production. Certain performances are, however, outstanding. Simon Costes is so sincere and eloquent as Antipholus of Ephesus that I wish the part was twice as large and twice as complex, and Robert Bowman - despite his lightweight voice and occasionally blurred syllables - is a beautifully natural and touching Antipholus of Syracuse. Both Antipholi wear goateed beards and white suits, both Dromios wear shorts and shaven heads, and all the confusions make perfect sense. Dan Milne mingles farcical astonishment and serious amazement very well as the Syracuse Dromio (wittily startled by "the mountain of mad flesh that claims marriage of me"), and Eric Mallett is very good as his Ephesian counterpart.

Thrustha Jayasundera illumines the role of Luciana with unusual and tender gravity, and Sarah C. Cameron is handsome and vehement as Adriana. A pity that Cameron, like Leo Wringar as the Duke, has a slight lisp, and that they make heavy weather of their longer speeches. But Christopher Saul makes an unusually strong and moving impression in the difficult role of the Antipholi's father Aegeon.

This is a *Comedy of Errors* that is never simply *The Force of Errors* and that, affecting, is plainly the work of the man who wrote the cypress-shaded comedy of *Twelfth Night*.

In RSC repertory at The Other Place, Stratford-upon-Avon.

Munich Opera/David Murray

A modern pastiche

On Monday the Munich Opera Festival opened boldly with a new opera, commissioned from Hans-Jürgen von Bose: *Schlachthof 5*. The composer's own German libretto is drawn with faithful sympathy from Kurt Vonnegut's celebrated novel, *Slaughterhouse 5*, in which the crucial event is the war-torn destruction of Dresden, Germany's "Florence on the Elbe", by Allied firebombs in February 1945.

I took my seat in the Nationaltheater with some trepidation. How everyone else took turns in many roles: German and American soldiers, English officers, doctors and nurses, guests at Billy's daughter's wedding, a planeload of New York State optometrists - and some Tralfamadorian, whom Billy believes kidnapped him in their flying saucer in 1967.

The Tralfamadorian, who have access to a 4th dimension, were the only factor in Elke Gramms's stunning production (brilliant sets by Gottfried Pilz, wittily expensive) that worried me. The point of Tralfamadore is to let Billy view the past, present and future as equally real, with detached equanimity; here they kept scotching about in spaceships, as in sci-fi cartoons for children, and looked too much like comic relief.

It is hard to imagine *Schlachthof 5* much better done - nor, indeed, to be sure that it will ever be done again. For it is singularly short of actual music: what Bose has composed is an immensely long string of pastiches, from Bach and Mozart to Verdi, Stravinsky and period-pop

- meant to be American, but always sounding German - laced with literal quotes (the start of the *Rosenkavalier* trio crops up twice).

Doubtless they all bear special significance for the composer, but he keeps his own hand pressed tight against his chest. Of non-paradisiacal music, we hear very little but scene-setting sounds and soft, sustained smears, with a page or two of melancholy string-utterances. Bose has declared, reasonably enough, that it would be "odious and almost blasphemous" to turn the catastrophe itself into music; a long orchestral howl is all that signifies it.

But the incessant pastiches go, I think, with Bose's personal slant on the story, which is that it somehow stands for the galloping Americanisation of the German "life-style" (nowhere, incidentally, so visible as long as *Elektra* or *Das Rheingold*). Conversely, the enthusiastic reception at the close may have been relief at finding Part Two only one-third the length of Part One.

Bose's adaptation of the novel proved remarkably deft, especially in view of Vonnegut's perpetual time-hopping. All of the large cast were excellent, notably Uwe Schünbeck, exquisitely bemused and touching as Vonnegut's dim, passive American anti-hero in his later years, and Martin Ganter as his younger self in wartime, who finds himself a prisoner of war in a Dresden slaughterhouse shortly before the apocalyptic fire-storm.

Also the pair of "Evangelists", an ingenious Bose addition for explaining the story: Claes H. Ahnsjö always in the devout style of a Bach Passion narrator (complete with 18th-century continuo), Ronald Fries as more of a showbiz MC. Everyone else took turns in many roles: German and American soldiers, English officers, doctors and nurses, guests at Billy's daughter's wedding, a planeload of New York State optometrists - and some Tralfamadorian, whom Billy believes kidnapped him in their flying saucer in 1967.

The Tralfamadorian, who have access to a 4th dimension, were the only factor in Elke Gramms's stunning production (brilliant sets by Gottfried Pilz, wittily expensive) that worried me. The point of Tralfamadore is to let Billy view the past, present and future as equally real, with detached equanimity; here they kept scotching about in spaceships, as in sci-fi cartoons for children, and looked too much like comic relief.

It is hard to imagine *Schlachthof 5* much better done - nor, indeed, to be sure that it will ever be done again. For it is singularly short of actual music: what Bose has composed is an immensely long string of pastiches, from Bach and Mozart to Verdi, Stravinsky and period-pop

The next night I heard Gerd Albrecht conduct *The Bassarids*, Hans Werner Henze's 1966 opera to Auden & Kallman's text after *The Bacchae*, with the Munich Philharmonic and another strong cast. He used Henze's recent reduction of the work, which deletes the ill-advised "rocco" interlude, thereby shortening the opera to less than the length of Bose's first act.

This too is modern opera - but wholly European, and almost too full of music. Albrecht was as assured and scrupulous with it as Paul Daniels had been with *Schlachthof 5*; in fact I have not heard *The Bassarids* projected with such power, not even in the Salzburg premiere. Should the ENO ever revive its ill-fated production of the opera (its first and only run was hit by a series of chorus-strikes), it should think of buying Albrecht's services.

Alan Titus sang a potentially troubled King Pentheus, the tragic hero; his mother Agave, who succumbs to the Bacchic cult and unknowingly murders him, was Renate Behle, tough and urgent, lacking only the deeper register to make her more affecting. There was a splendid Cadmus from Michael Burt, and no weak link anywhere else among the principals. The Philharmonic Choir distinguished itself. For a time, this opera was widely thought to be dead in the water: not so, not by a long way.

Last performance of *Schlachthof 5* at the Bayerische Staatsoper on July 8.

INTERNATIONAL ARTS GUIDE

AMSTERDAM

CONCERT
Concertgebouw
Tel: 31-20-5730573
● 250ste Robeco Groep Zomerconcert: the 250th concert in the annual series of summer concerts in the Concertgebouw offers 12 hours of music by Quirine Viersen, the Combattimento Consort Amsterdam, the Nieuw Sinfonietta Amsterdam, Isabelle van Keulen, Ronald Brautigam, the Radio Kamerorkest, Ton Koopman and many others; 12noon; Jul 6

BARCELONA

EXHIBITION
Fundació Joan Miró
Tel: 34-3-3291908
● European Architecture 1994-1994: exhibition comprising the winning projects for the European Architecture Awards together with a selection of finalists. In addition, the exhibition includes a selection of candidates from the first four editions and, like the Award itself, has been designed to offer a

representative sample of the best architecture produced in Europe during the last decade; to Sep 8

BONN

EXHIBITION
Kunst- und Ausstellungshalle der Bundesrepublik Deutschland
Tel: 49-228-9171200
● Wisdom and Compassion. The Sacred Art of Tibet: this exhibition focuses on the traditional themes of the art of Tibetan Buddhism and presents the important stylistic developments from the ninth to the 19th century. On display are 190 objects of sacred art, mainly scroll-paintings (tangkas) and ornate metal sculptures; to Aug 25

BRUSSELS

EXHIBITION
Palais des Beaux-Arts
Tel: 32-2-5078496
● Ilya Kabakov. Sur le toit: exhibition of Ilya Kabakov's installation "Sur le toit" (On the roof), created for the Palais des Beaux-Arts, in which the visitors walk on a foot bridge over the roofs of an imaginary city; to Sep 8

DUBLIN

CONCERT
National Concert Hall - Geórgias Násiúnta Tel: 353-1-6711888
● Norfolk Ogawa: the pianist performs works by Mozart, Chopin and F. Schumann; 8pm; Jul 6

FRANKFURT

OPERA
Alte Oper Tel: 49-69-1340400

● Der Bettelstudent; by Millöcker. Conducted by Johannes Fieger and performed by the Ballet, Choir and Orchestra of the Ulmer Theatre; 8pm; Jul 6, 7 (3pm)

GRANADA

CONCERT
Palacio de Carlos V
Tel: 34-58-222111
● Orquesta Sinfónica de Madrid: with conductor Rafael Frühbeck de Burgos and mezzo-soprano Mabel Peralstein perform works by De Falla, Wagner and Stravinsky; 10.30pm; Jul 7

LONDON

CONCERT
Royal Festival Hall
Tel: 44-171-9604242
● Forest Philharmonic: with conductor Mark Shanahan and baritone Alan Ople, the Hertfordshire Chorus and the London Oriana Choir; 7.30pm; Jul 6
● Royal Opera House - Covent Garden Tel: 44-171-2129234
● Nabucco: by Verdi. Conducted by Mark Elder and performed by the Royal Opera. Soloists include Cynthia Malikis, Elena Zaramba, Gregory Yurishch and Kurt Rydl. Part of the Verdi Festival '96; 7.30pm; Jul 6

LOS ANGELES

CONCERT
Hollywood Bowl
Tel: 1-213-850-2000
● Los Angeles Philharmonic: with conductor/pianist Lukas Foss, the

Los Angeles Chamber Orchestra and the Los Angeles Master Chorale, sopranos Camellia Johnson and Elissa Johnston, mezzo-soprano Cynthia Munzer, tenor Howard Henslin, bass-baritone Jan Oelalach and violinist Martin Chalifour perform works by J.S. Bach, Vivaldi, Stravinsky and Mozart; 6pm; Jul 6

MUNICH

EXHIBITION
Neue Pinakothek
Tel: 49-89-23805-195
● Willi Baumelster - Zeichnungen: retrospective exhibition of drawings by the German abstract artist Willi Baumelster (1889-1955); to Jul 7
OPERA
Nationaltheater
Tel: 49-89-21851920
● Tannhäuser: by Wagner. Conducted by Christian Thielemann and performed by the Bayerische Staatsoper. Soloists include Jan-Hendrik Rootering and René Kollo. Part of the Münchner Opern-Festspiele; 6pm; Jul 6

NEW YORK

FESTIVAL
Moety Mozart Festival
Tel: 1-212-875-5030
● Mostly Mozart Festival: 30th anniversary season of this music festival held at the Avery Fisher Hall. The festival begins with the opening night pairing Itzhak Perlman and Pinchas Zukerman in Mozart's Sinfonia Concertante, a programme that will also be televised on "Live From Lincoln Center". Other highlights include appearances by the Tokyo String Quartet, James Galway, André Previn, Garrick

Ohleson, Gil Shaham, The Canadian Brass, and Alicia De Larrocha. Also, the festival welcomes back pianist Claude Frank, whose association with the festival dates back to its first season; from Jul 9 to Jul 20

OSTEND

EXHIBITION
Museum voor Moderne Kunst
Tel: 32-59-508118
● Pol Bury, retrospective 1939-1994: major retrospective exhibition of this many-sided artist. His work includes paintings, reliefs, wooden sculptures, metal sculptures, string sculptures, fountains and graphic art; from Jul 8 to Sep 8

PARIS

EXHIBITION
Musée du Louvre
Tel: 33-1-40 20 50 50
● Nouvelles acquisitions du Département des Sculptures (1992-1995): for the fourth time the Département des Sculptures is exhibiting an overview of its acquisitions of the past four years. On show are 37 works from different countries and using various materials. The exhibition includes works by Gilles Guérin and Canova; to Jul 8
● Pisanello (1395-1455). Le Peintre aux Sept Vents: major retrospective exhibition devoted to the 15th-century Italian court painter and medallist Pisanello. The display features some 320 works by the artist, his contemporaries and his followers from the collection of the Musée du Louvre and other museums. Included are drawings,

parchments, paintings, frescos and medallions; to Aug 5
POP-MUSIC
Palais Omnisports de Paris-Bercy
Tel: 33-1-44 66 44 68
● The Eagles: performance by the American band; 8pm; Jul 8

TEL AVIV

EXHIBITION
Tel Aviv Museum of Art
Tel: 972-3-8957361
● Fauvism "Wild Beasts": between 1904 and 1907 a group of artists including Matisse, Derain, De Vlaminck and Braque applied non-naturalistic and often disconcerting colours to otherwise conventional subjects. Most of the paintings in the show are landscapes - the Fauves preferred them - but still life paintings, portraits and nudes are presented as well; to Aug 31

TOKYO

CONCERT
Sunory Hall Tel: 81-3-35751001
● Tokyo Metropolitan Symphony: with conductor Cosel Komatsu and violinist Gil Shaham perform Sibelius' Symphony No.2 in D; 6pm; Jul 6
DANCE
Bunkamura Orchard Hall
Tel: 81-3-3499-1531
● Les Ballets Trockadero de Monte Carlo: perform the choreographies Giselle and Pas de Deux; 6pm; Jul 6
Listing compiled and supplied by ArtBase The International Arts Database, Amsterdam, The Netherlands. Copyright 1996. All rights reserved. Tel: 31 20 684 6441

WORLD SERVICE

BBC for Europe can be received in western Europe on medium wave 648 kHz (463m)

EUROPEAN CABLE AND SATELLITE BUSINESS TV

(Central European Time)
MONDAY TO FRIDAY
NBC/Super Channel
07.00
FT Business Morning
10.00
European Money Wheel
Nonstop live coverage until 15.00 of European business and the financial markets
17.30
Financial Times Business Tonight
CNBC:
08.30
Squawk Box
10.00
European Money Wheel
18.00
Financial Times Business Tonight



Philip Stephens

A shadow of itself

Labour's draft manifesto shows the party has learnt the hard way about public mistrust of its tax and spending plans

Governments distinguish themselves by how much, and how wisely, they spend. This is not a rule without exceptions. The standing of John Major's administration owes much probably to sterling's rejection from the EU exchange rate mechanism as to its broken promises over tax. But, nine times out of 10, the voters' perceptions are shaped by the proximate balance between the share of their incomes taken by the state and the quality of the services they receive in return.

The Labour party has learned this lesson the hard way. Public mistrust of its spending and tax plans lost it the last three general elections. That realisation informs every page of Tony Blair's draft manifesto. It explains its strengths and its weaknesses. And it poses the central question which would face an incoming Labour government.

New Labour, new life for Britain is self-consciously not a document to fire the imagination. Mr Blair describes it as the case for change rather than a compendium of pledges. Most of those were stripped out before the final version went to the printers earlier this week. Grand thinkers, the Labour leader offered yesterday, might lament an absence of big ideas. Voters, he expected, would welcome its realism.

Its specific pledges relate to the small change of government spending. They are dinghies rather than the flagships Mr Blair once promised. Smaller class sizes in primary schools would be paid for by scrapping the assisted places scheme which pays for poorer children to attend private schools, and shorter hospital waiting lists by reducing health service bureaucracy. The biggest scheme, to tackle youth unemployment, would be financed from a windfall tax on private utilities. More than that, the ambitions are broad brush. Thus by the end of its first term, a Labour government would hope to be

spending more on education and less on welfare. Radical and bold in his dealings with his own party, Mr Blair puts reassurance first when speaking to the voters. He seems most at ease telling us what he would not do. Those who read it say that his first draft of the latest document was littered with defensive negatives. Quite a few survived to the end.

Like most in the shadow cabinet, he is haunted by the costs, and in electoral terms entirely pointless, promises on child benefit and state pensions made in 1992. He tells critics who accuse him of being mesmerised by focus groups of floating voters to ask themselves how many people backed the Conservatives last time because they thought Labour too timid. The electorate is still worried that there is a hidden agenda. Others in his party chortled earlier this week when the Conservatives launched their advertising blitz under the slogan New Labour New Danger. Mr Blair, I suspect, is not quite so complacent.

You can see his point. After nearly two decades in opposition, the most important thing for Labour is to demonstrate it is fit to govern. Such a timespan leaves a huge gulf between the politics of persuasion in opposition and those of action in government. But to say that he can be both radi-

If Tony Blair wins the general election he will discover how much easier it is to speak the language of priorities than to deliver them

cal and reassuring is to beg the question mentioned earlier. Mr Blair presumes that a Labour government can make a serious difference by shifting priorities within the overall limits for public spending set by Kenneth Clarke, a Conservative chancellor. Perhaps he can. But he must explain.

I am assuming here that, over the course of the economic cycle, Labour would not much increase the share of national income consumed by the state from its present level of a little over 40 per cent. For reasons which have been explained to me but I still cannot comprehend, the opposition will not offer this as a specific commitment. But, if Mr Blair is to be taken at face value, it is implicit in the pledge to stabilise government debt and in the aspiration to lower the tax burden on the average family.

What remain are a promise of different priorities and some clues in the draft manifesto as to the sort of switches we might expect from a Labour government. But the amounts involved are tiny, adding up to a fraction of the usual margins for error in the Treasury's forecasts for the public finances. They will be dwarfed by the changes that Mr Clarke will make in his November Budget. Much bolder measures would be needed if the voters were to see a real difference.

It is possible to change priorities. The Conservatives have done so since 1979. Take a few examples. Then, the government spent 2.6 per cent of national income on building new houses; now it allocates 0.6 per cent. The budget allocated to the Department of Trade and Industry has been almost halved from 2.4 per cent to 1.3 per cent. Spending on law and order has gone up from 1.5 per cent to 2.2 per cent of national income.

But, important though they are, such discretionary switches have been swamped by unplanned increases in welfare spending. The social

security budget now takes 13 per cent of national income, up from 10 per cent. Politics rather than the Conservatives' natural warmth towards the NHS, has forced an increase in health spending from 4.6 per cent to 5.6 per cent.

The overall squeeze on spending during the past three years has further pre-empted rational choices. The social security budget is now under some sort of control. But, given its size, even relatively modest growth removes the scope for discretionary spending increases elsewhere. And that is to say nothing of the £2bn-plus which Mr Clarke must find to stamp out BSE in the nation's beef herds. To pay for tax cuts in the autumn, the cabinet will be forced to gut the budgets of a dozen departments. Some face cuts of up to 10 per cent. Only the NHS, schools and the police will escape.

If Mr Blair wins the election he too will discover how much easier it is to speak the language of priorities than to deliver them. The Treasury will tell him that all the easy decisions have been taken. To make a difference, he would have to make far harder choices in government than he has been prepared to contemplate in opposition.

If he is serious about welfare reform, the Labour leader should address the issue of state benefits for the middle classes as well as incentives for the unemployed. Students in higher education might be asked to contribute towards fees as well as maintenance. There is scope for a bigger peace dividend from the defence budget. For all his enthusiasm for a tough policy on crime, filling the prisons with petty criminals is the most expensive and the least effective way of reducing it.

Mr Blair will be forgiven for not producing quite such a list before the election. Manifestos never tell the whole truth. But there are more hard decisions to be made between now and polling day. Caution counts. So too does confidence.

LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL

We are keen to encourage letters from readers around the world. Letters may be faxed to +44 171-873 5838 (please set fax to 'fine'), e-mail: letters.editor@ft.com. Translation may be available for letters written in the main international languages.

UN chief's abilities

From Mr Alexander Borg Olivier

Sir, Your editorial "US v Boutros" (July 4) suggests, erroneously, that the secretary-general of the United Nations lacks managerial skills and the political or rhetorical skills to convince the wider public that the UN is worth supporting.

With regard to managerial skills, Dr Boutros Ghali has gone further than any other in bringing about reform and streamlining the organisation to make it more cohesive and effective, and this was acknowledged at the recent G7 summit in Lyons.

So far as public support is concerned, opinion polls undertaken in many member countries, including the US, show that the overwhelming majority of people do believe the UN is worth supporting.

Alexander Borg Olivier, director, United Nations Office and Information Centre, Millbank Tower (21st Floor), 21-24 Millbank, London SW1P 4QE, UK

Legal route to state aid transparency

From Mr Christof E.A. Snaak

Sir, In your editorial "Keeping State aids in check" (July 3), you underline the importance of the increasing readiness of companies to challenge controversial decisions on state aid of the European Commission in the European Court of Justice. This statement needs some "fine-tuning" as appeals against decisions under the EU rules on state aid are appealed to the European Court of Justice in the cases of EU member States and to the Court of First Instance in the case of individuals.

Furthermore, it should be noted that the Court of First Instance, in its case law (for example, Case T-95/94 Sytraval) has consistently enforced the legal position of third parties who file a complaint with the Commission against aid granted to a competitor. In doing so, the Court of First Instance recognised that it is very much more difficult for the complainants than it is for the Commission to gather the information and evidence needed in order to verify the validity of the complaint.

In certain circumstances, the Commission can even be held to have had an exchange of views and arguments with the complainant. As a result, by filing a complaint, companies can put pressure on the

Commission, after which they may decide to have the Court of First Instance check the manner in which the Commission dealt with the complaint. This kind of action will indeed stimulate greater transparency in the handling of state aid. It is up to aggrieved competitors to make use of these possibilities by "crying foul" and "kicking up a stink" if necessary.

Christof E.A. Snaak, Juridisch Studiecentrum "Hugo de Groot", Hugo de Grootstraat 27, Postbus 9520, 2300 RA Leiden, The Netherlands

Once that principle was agreed, the only problem might be finding others to pick up those golden apples without taking too much of the shine off their price.

Walter Grey, 12 Arden Road, Finchley, London N3 3AN, UK

A better use for national stockpiles of gold

From Mr Walter Grey

Sir, Though your plea for the International Monetary Fund's "outdated and under-utilised" gold reserve assets to be put to better use in the world's poorest nations' interest ("A debt stand-off", June 27) regrettably failed to gain unanimous support at the G7 summit, it nevertheless

remains valid. The same, of course, also goes for national stockpiles of the "barbarous relic". And what better use for the proceeds of gradually selling ("privatising") these than, say, long-term funding (not simple financing) of state benefits for the needy which otherwise could be unsustainable?

Once that principle was agreed, the only problem might be finding others to pick up those golden apples without taking too much of the shine off their price.

Walter Grey, 12 Arden Road, Finchley, London N3 3AN, UK

Innovation, not just more R&D, must be Europe's aim

From Mr Christopher John Hull

Sir, The Japanese are about to lift state funded research spending because "for all its excellence at applied technology, Japan is behind in innovations" ("Japan to throw money at research", July 3).

The use of the word "innovation" is unfortunate. Innovation is applied technology, in the sense of a new product, process or service successfully brought to market, and Japan, compared with Europe, has been very successful at it these past several decades. Japan's relative weakness, and Europe's strength, is in invention, not innovation. This is not mere nit-picking. We have just gone through a

policy debate in the European Union on "Innovation in Europe", based on the European Commission's green paper of the same title, and Brussels is now preparing new policy proposals. There are disconcerting signs, despite the green paper's insistence that R&D is only part of the innovation equation, that the Commission will propose more R&D spending as the principal remedy. Having read your article, they may well argue for even more R&D spending, so as to keep up with the Japanese!

There is no simple correlation between R&D expenditure and innovation. So many policymakers still do not understand this - or their intelligence yields time and

again to the arguments of the R&D lobbies. Scientific and engineering knowledge - that is technology - is only part of the equation; market knowledge, business organisation, entrepreneurial management, intellectual property protection, financial investment and other factors are at least as important. Governments need to spend more on promoting these and other mechanisms to encourage the use of technology; dissemination, diffusion, transfer, training...

Of course you need basic "R" to source innovation in the long run. In the short to medium term, though, you need even more, much more, market-driven "D", plus the other ingredients just referred

to. The Japanese have understood this for a long time. The Asian tigers have caught on, too. Where will we in Europe be in 50 years' time if we don't start spending more on innovation and less on R&D?

A last point: if the Japanese do raise their R&D spending as planned, will they spend better than us at converting the resulting inventions into innovations? If so, we had better look out.

Christopher John Hull, secretary general, TII - European Association for the Transfer of Technologies, Innovation and Industrial Information, 3 Rue des Capucines, L-1313 Luxembourg

APICORP

ARAB PETROLEUM INVESTMENTS CORPORATION

PO BOX 4488, DHAHRAN AIRPORT 31522 SAUDI ARABIA. TELEPHONE (03) 854 5400. TELEFAX (03) 854 5417

20 YEARS OF ACHIEVEMENT

FINANCIAL POSITION

31 December (in Millions of US\$)

| Assets | 1995 | 1994 | 1993 |
|------------------------|-------|-------|------|
| Cash and banks | 191 | 208 | 121 |
| Marketable Securities | 436 | 480 | 56 |
| Loans | 514 | 526 | - |
| Equity Participations | 137 | 66 | - |
| Fixed and other assets | 30 | 30 | 7 |
| Total | 1,308 | 1,310 | 184 |

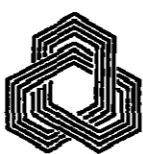
| LIABILITIES AND SHAREHOLDERS FUNDS | 1995 | 1994 | 1993 |
|------------------------------------|-------|-------|------|
| Deposits from banks | 629 | 658 | - |
| Provisions and others | 80 | 73 | 2 |
| Dividends payable | 20 | 20 | - |
| Shareholders' funds | - | - | - |
| - Paid up Capital | 400 | 400 | 170 |
| - Reserves | 179 | 159 | 12 |
| Total | 1,308 | 1,310 | 184 |

FINANCIAL RESULTS 31 DECEMBER

| | | | |
|-------------------------|-----|----|---|
| Net Operating Income | 45 | 20 | 8 |
| Less: Risk provisions | (5) | - | - |
| Net profit for the year | 40 | 20 | 8 |

APICORP is an Arab joint-stock company established in 1975 by an international agreement between the member states of the Organisation of Arab Petroleum Exporting Countries (OAPEC). APICORP's present headquarters is in the city of Al Khobar, Kingdom of Saudi Arabia.

The Company's main objective is the financing of petroleum and petrochemical projects and industries with priority to Arab joint ventures.



ARAB PETROLEUM INVESTMENTS CORPORATION

PO BOX 4488, DHAHRAN AIRPORT 31522 SAUDI ARABIA. TELEPHONE (03) 854 5400. TELEFAX (03) 854 5417

Europa - Paul de Grauwe

Failures of the euro exam

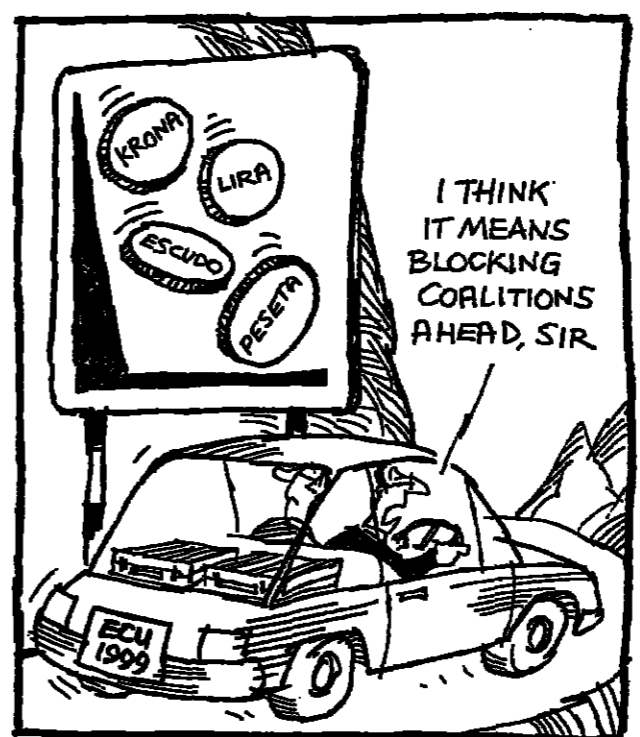
A minority of countries may block formation of a European currency union



The financial markets seem convinced that the European Union's economic and monetary union will start in 1999 with a core group of countries. This can be deduced from the spread of the forward interest rates between the D-Mark, the French franc, the Dutch guilder, the Belgian franc and the Austrian schilling, which have all but disappeared.

The spreads remain substantial, however, between the D-Mark and the other EU currencies such as the peseta, lira, escudo, krona and pound. Thus the markets appear to believe that a "hard core" of mostly northern countries will start the monetary union in 1999, leaving behind the other mostly southern European and Scandinavian countries.

The financial markets have it wrong. The formation of a mini-currency union will almost certainly be blocked by the countries barred from entry - and they will have good legal and economic grounds to do so. Article 108 of the Maastricht treaty stipulates that the decision about the membership of the single currency will be made by qualified majority. As a result, a small group of EU countries will have a blocking minority.



For example, the four southern European countries which the financial markets believe will not be accepted into the monetary union - Italy, Spain, Portugal, Greece - will have such a blocking minority. There are several other blocking coalitions possible of only three or four countries that are likely to be barred from entry, in spite of their intense desire to be part of the monetary union. Thus there is a wide scope for coalition-building by the losers in the Maastricht game to block the formation of the single currency in 1999 between Germany, France, the Benelux countries, Austria and Ireland.

There will be good reasons for the losers to exercise their

blocking vote, since it looks increasingly probable that several hard-core countries will not satisfy all the economic convergence criteria for monetary union.

Some will have difficulty meeting the target of a budget deficit below 3 per cent of gross domestic product - France, for example. But there will be even greater problems in meeting the target for public debt which is set at 60 per cent of GDP. The Maastricht treaty says that if debt exceeds this figure, the level must be "diminishing sufficiently" and "approaching the reference value at a satisfactory pace".

Three of the hard-core countries - Belgium, the Netherlands and Austria - will almost certainly fail this debt test. Even if their nominal GDP growth in 1996 is 5 per cent (which is higher than the projected growth rate for the year), their public debt will exceed 60 per cent of GDP in 1997: Belgium's will be 131 per cent, the Netherlands' will be 78 per cent and Austria's will be 66 per cent.

More important, the 1997 levels of debt will have fallen only 1 per cent to 2 per cent of GDP below 1996 levels in Belgium and the Netherlands. In Austria the debt-to-GDP ratio will not be decreasing at all. If the debt-to-GDP ratios con-

versely, a decision to allow these countries into the monetary union would quickly lead to their interest rates converging with those of the hard-core countries.

What really matters here, however, is not the fact that making an exception for the public debt target opens the possibility of setting aside other convergence criteria of even less economic relevance. More important is the fact that such selective interpretations will unravel the whole Maastricht convergence plan.

One option would be for France and Germany to go it alone in forming a monetary union as the core for a future single currency. But since France is unlikely to meet the budget deficit target, the other EU countries would have to give their agreement to bending the Maastricht rules for the sake of a union they would be excluded from. They are sure to object to such a course of action, especially since a Franco-German single currency would bring little economic gain for them.

Another option would be to start a "maxi" currency union, that would allow the southern European and Scandinavian countries to join a single currency. This is likely to find support among those countries which would be prepared to waive the rules in return for their own entry into the monetary union. But this option would be difficult for Germany to accept since it would mean a monetary union with countries which it believes are insufficiently committed to price stability. The pressure of German public opinion to postpone monetary union would be strong if it were to be on a maxi basis.

The author is professor of economics at the University of Leuven and MP for the Liberal party in the Belgian parliament

JANCO 150

FINANCIAL TIMES

Number One Southwark Bridge, London SE1 9HL
Tel: +44 171-873 3000 Telex: 922186 Fax: +44 171-407 5700
Friday July 5 1996

Boris Yeltsin's famous victory

No one should begrudge President Boris Yeltsin his remarkable election victory in Russia. Barely three months ago, his popularity was in the doldrums, and it looked as if he would be resoundingly defeated in the first round of the presidential poll. Instead, he has won a famous victory, with more than 53 per cent of the vote.

His achievement almost certainly means that the old-style Communists will never win back power in Russia at the polls. Their supporters are old and nostalgic. Their numbers will dwindle. Perhaps just as important, Mr Yeltsin ensured that the elections were held at all, and were overwhelmingly free and fair. Russia's democracy is still imperfect, but it is stronger than it was. The rest of the world can breathe a sigh of relief.

Yet the path ahead still looks daunting. Even if a clear majority of Russians rejected the Communists, they are divided about the future of capitalism. Many voted for Boris Yeltsin without enthusiasm as the lesser of two evils. And a very large minority voted Communist, in protest at what they perceive as the deterioration in their lives.

The first threat to stability and growth is the frail health of Mr Yeltsin himself. He has suffered two heart attacks in the past 12 months, and his current illness, which has kept him in virtual seclusion for eight days, certainly appears to be more serious than his aides would have the world believe. There must be a danger that he will be unable to provide the leadership Russia needs, and might even be incapacitated within months, requiring another destabilising round of elections.

Highly unpredictable

The second worry is how he and his team, headed by the prime minister Victor Chernomyrdin, will deal with the emergence of Russian nationalism in general and their new-found ally General Alexander Lebed in particular. By co-opting the former hero of Afghanistan as head of the national security council, Mr Yeltsin virtually ensured his own election. But ever since, Mr Lebed has shown himself a highly unpredictable

operator, veering from populist nationalism to economic liberalism. His reputation as an anti-corruption campaigner is positive, but his willingness to endorse intolerant attitudes is a real concern.

If Mr Lebed can be kept firmly focused on fighting crime and corruption, and on the equally important question of military reform, that would be a bonus for the government. Mr Chernomyrdin has made it clear that he intends to keep him in his place as a politically-unsuspecting soldier. On present evidence, that would be a relief.

Economic reform

It is up to the prime minister himself to take urgent charge on the economic front. The immediate challenge is to bring order back to the government's finances, which have been thrown into disarray by blatant use of the exchequer to win votes. The collapse of tax collection has been a hidden way of subsidising former state enterprises, to help them pay wages and keep prices artificially low. Raising revenues is essential if the government is to control its deficit, as the IMF requires, and stop borrowing money in the markets at ruinous rates of interest.

At the same time, the new government must draw up a clear strategy of economic reform. That should include tax reform, and legislation to ensure far greater transparency in the affairs of Russia's new corporations. It is also urgent to reform social spending, better focusing the state's scarce resources on those most in need. The choices that follow from that may be politically unpopular, but they are inescapable.

The IMF can afford to be tough in imposing its conditions on the new government because the threat to political stability is now much less. And Russia would benefit from observing those conditions. If Mr Yeltsin can bring order to his country's economy, and provide a firm legal framework for its nascent capitalism, he will be an easy partner for the outside world to live with. The alternative is for corrupt wealth to co-exist with poverty: that would be a recipe for the rise of Russian nationalism.

The burial of socialism

Despite the cheery optimism of its prose, the UK Labour party's draft manifesto, published yesterday, is as much a funeral oration as a plan for the future. In its 40 colourful pages, Mr Tony Blair, new Labour's new leader, hammers a stake into the heart of his party's socialist past.

Some in the City suspect that old Labour may rise again. A poll of people in the financial services sector earlier this summer showed that a large majority believed that after a Labour election victory, the ghosts of imprudent policies would return to inflict higher inflation, higher interest rates and profligate government finances.

This is, however, the opposite of what Mr Blair and his colleagues are promising in a document which brings together an impressive number of policy papers prepared during the last two years. In relation to the history and predictions of his party, Mr Blair has done an impressive job. In the first place, this version of the manifesto is commendably brief: it resists the temptation to hand out tidbits from the pork barrel indiscriminately.

It also makes a worthy attempt at fiscal coherence. New Labour has frequently proclaimed in recent months that none of the party's senior spokesmen would be allowed to make promises until all financial imprudence had been winnowed out by Mr Gordon Brown, the shadow chancellor.

Lower interest rates

The document begins with Labour's pledge to restrict government spending and borrowing. This, together with the promise to control inflation and lower interest rates, will leave the party with little scope to enact popular measures, as Mr Blair well knows. Consequently the specific pledges tend to be trivial, such as the idea of diverting cash from health service bureaucracy into patient care. Big plans, such as renationalising the railways, are hedged with big provisos. Many other proposals, such as those for improving training, are developments of existing schemes.

So for many voters, particularly businessmen, the manifesto is more important for what it rules out, strongly redistributive taxes,

a desire to own companies or direct their strategies, a big extension of state controls, increased subsidies for the poor or a wish to run down the UK's armed forces. No doubt, a Labour government would incline more in these directions than the Tories but, as dogma, they have been buried.

As Mr Blair says in his introduction: "The Labour party has changed. Now we are seeking the trust of the people..." Yet despite the careful positioning of new Labour somewhere between Germany's SPD and the left wing of the Tory party, some doubts must remain. The most important is whether Mr Brown and Mr Blair really have eradicated the party's suspicion of capitalism.

Competition policy

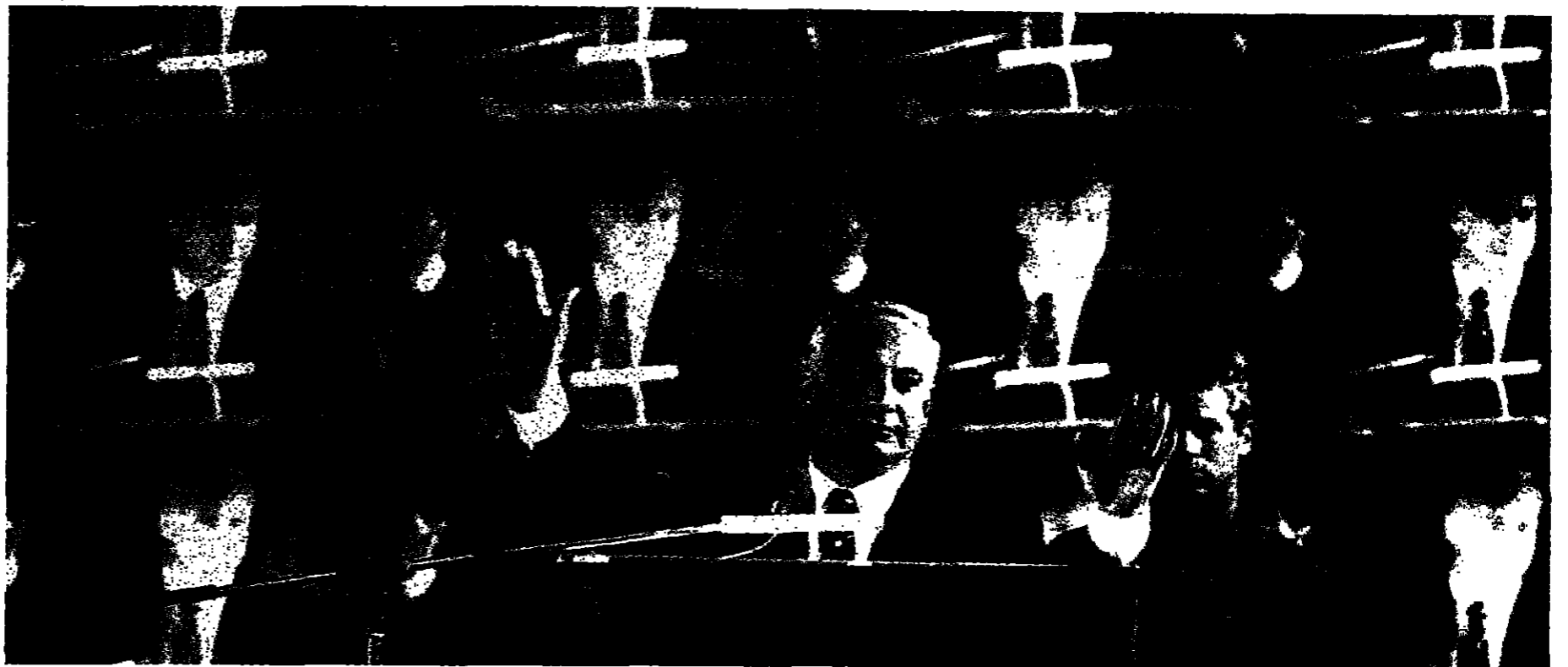
Much hangs on this. For example, the proposals to reform UK competition policy and the regulation of utilities may prove sensible, but there are good arguments for change. But Labour's intentions are disturbingly vague. It might make reform of the Office of Fair Trading an excuse to interfere unnecessarily in a take-over market it does not like much, and tighter utility regulation might turn out to be a crude effort to screw taxes out of a sector which some of the party still believes should be in the public sector.

Indeed, the plan for a windfall tax on utilities is an ominous sign. It would be unfair on the companies, gives perverse incentives and is a thoroughly bad way of finding money to reduce long-term unemployment. Moreover, the plans for a minimum wage will offset the little good this money might do.

Yet despite such doubts, and a worrying authoritarian streak in their approach to social policy, there is still time to give Labour's leaders the benefit of the doubt. They may espouse market economics and tough sentencing for criminals, but they are not Tories: distinct in their openness to Europe, proposals for devolution and cautious reform of the House of Lords. Moreover, they show a degree of vigour and confidence which plainly alarms the government, and if some of the old socialist ideas are still trying to pull in a different direction, Mr Blair has them on a lead.

Handwritten note: 10/10/10

The FT Interview • Benjamin Netanyahu



A desire to be different

The Israeli prime minister tells Julian Ozanne that he wants to shift the emphasis from security and foreign affairs to the economy

Mr Benjamin Netanyahu, Israel's prime minister, has already begun to establish his administration as one founded on domestic and economic reform rather than Middle East peace-making. Since moving into office just over two weeks ago, he has pushed ahead with far-reaching economic reforms and a shake-up of the domestic decision-making process at the heart of government.

While the peace process seems dangerously stalled since his electoral victory in May, he has held a string of cabinet meetings devoted solely to the economy, persuaded his government to approve a large package of expenditure cuts and taken new powers into his hands over policymaking. Yesterday he was up until dawn haggling over the future of Mr Ariel Sharon, the hawkish former general who is seeking to strengthen his cabinet role in charge of infrastructure.

But in an interview yesterday in his Jerusalem office he appeared remarkably calm and relaxed. Ahead of his visit to the US next week, he was eager to articulate his glowing vision of Israel's economic future and the radical transformation he wants to bring about in a country still dominated by big government and bureaucracy.

"This is the first time in the history of Israel there is a coherent economic leadership at the head of the country, where the prime minister, finance minister and governor of the central bank all share a common vision to liberalise the Israeli economy and move forward into the next century as one of the great technological and entrepreneurial successes in the world."

According to Mr Netanyahu, Israel had never had a leader who dealt first and foremost with economic policy, as in other western nations. Traditionally the agenda had been dominated by security and foreign affairs. This resulted in a vacuum, in which the decisions on the economy and social policy were either made elsewhere or simply neglected by default.

But Israel, with a per capita income of \$16,000 a year, is now a different country and Mr Netanyahu, at 46 Israel's youngest and most inexperienced premier, is determined to be a different prime minister or, "chief executive" as he prefers to describe his job.

"Israel is going to be a different country. It is going to be run differently and it is going to be different in terms of the expansion of market opportunities and services and the general level of Israeli life."

"I would like to see Israel moving very rapidly from its position as a dependent nation to economic independence and to become a significant economic power in the world by its own right and not only in per capita terms."

"I think that is perfectly possible. We are probably the only advanced economy in the world that can move into the post-industrial information age without having really gone through the phase of being an industrial power. And that paradoxically is not a disadvantage. It's a huge advantage because we do not carry the baggage of obsolescent industries."

"The curse of not having capitalism turns out to be a blessing in this case because the transition is much quicker and less painful. We have a highly technological and educated population that, with the right structural reforms in the economy, could move very quickly and seize the economic opportunities as no other society can."

Mr Netanyahu is determined to be seen by future generations as the prime minister who finally swept away regulation, control and state ownership. During his first 18 days as prime minister, he has been obsessed with bringing Israel into a new millennium as an economic power to be reckoned with.

He has held round after round of meetings on the economy and persuaded a reluctant cabinet to approve a budget deficit reduction programme for the future, including an expenditure cut of \$4.5bn (\$1bn) from the 1997 budget. He delayed next week's trip to the US, due last month, to complete the economic package and line up a series of meetings on Wall Street.



Israel is going to be a different country. It is going to be run differently and it is going to be different in terms of the expansion of market opportunities and services and the general level of Israeli life

Benjamin Netanyahu

His attempt to put Mr Jacob Frankel, central bank governor, into the Treasury failed in the face of political opposition from members of Mr Netanyahu's Likud party who wanted to see one of their number in the post. But he has appointed the tough inflation-fighter and former Chicago university economics professor as central

bank governor with an enhanced role as head of an advisory committee on economic policy.

Furthermore, he says the new system for directly electing the prime minister, which brought him to power in the May elections, will play a vital role in further liberalising the economy. "I didn't advance this idea... in order to have a strong and centralised chief executive office. I believe that we need an added political power in order to distribute economic assets from the government to the marketplace. It is impossible to do it otherwise."

"When I moved the privatisation authority to the prime minister's office, it was not to pack my so-called cronies in jobs as directors of government companies. It is precisely the opposite, to rid the government of these companies and sell them to the public."

Many Israeli political commentators believe Mr Netanyahu hopes to secure a second term after elections in 2000 by focusing on the economy at the expense of the peace process. They say radical economic and social reforms combined with low inflation will produce such a powerful feelgood factor that the peace process would become marginal to the election outcome. In this analysis Mr Netanyahu will continue to bang the drum of security while sticking to campaign policies which would stall the peace process.

It is a suggestion that Mr Netanyahu rejects. "I wasn't elected to achieve a stalemate. I was elected to achieve peace in a way the majority of the Israeli public understands - a genuine peace. I do not intend to freeze or stop negotiations but on the contrary pursue them on broad fronts perhaps in some new areas... But when it comes to the question that determines the survival and future of the state of Israel I will negotiate prudently and responsibly."

At the moment this seems to mean saying or doing little. While he has held repeated meetings on the economy in the past 16 days, the new prime minister has not yet devoted a meeting to the peace process. He maintains the right of Jew-

ish settlers to develop their communities on occupied Arab land.

He refuses to change his pre-electoral position that he will meet Mr Yasser Arafat, president of the Palestinian Authority and Israel's most important peace partner, only if the security of the state of Israel demands it. He stands firmly against the establishment of a Palestinian state, the right of return of refugees and concessions on Israeli sovereignty over Jerusalem.

Nor has he made any real effort to calm the fears of Israel's increasingly alarmed Arab neighbours by spelling out any concrete steps or new ideas to save the fragile process from stagnation or collapse. His only real new initiative seems to be to insist that progress in the peace negotiations, both with Palestinians and with Syria, depends on the cessation of Islamist guerrilla attacks - by the Palestinian Hamas group and the pro-Iranian Hizbollah in southern Lebanon.

He tantalisingly holds out the prospect of big "surprises" and "breakthroughs" in future peace negotiations. However, he does not offer any indication of how they might come about with the Arab world gearing up for four years of hostility and possible conflict.

What is clear is that for now he is concentrating on making his mark, quickly and decisively, on domestic policy. He is also still relishing, with the arrogance for which he is notorious, an electoral victory which upset Israel's conventional political wisdom.

"I don't remember a single government that has acted so decisively, so clearly. Obviously there have been snags, and the press seizes on snags. But I find myself in a peculiar situation throughout my career, that people do not see the big moves I make until I make them."

"I've had the great fortune of being the recipient of the greatest favour a politician can have, and that is systematic underestimation by one's opponents. Some of it lingers on and it doesn't bother me after it should linger on further as long as we get things done."

OBSERVER

Kick this deal around

Adidas, the German-based sportswear company, and Olympique Marseille (O-M), the French football club, yesterday pulled off a deal.

Why smiles all round as this is something that, ironically, they never managed to do in the early 1990s when the now disgraced French politician Bernard Tapie controlled them both.

Quite what the deal is, is another matter. Adidas and the city of Marseille - which has controlled O-M since it went bankrupt last year - were able to agree on two things. O-M players will be wearing Adidas gear and, in return, the company will make "a major financial commitment" to the club, along with other, unspecified, partners.

Adidas said it was also committed to finding a buyer for O-M. It thinks this should be fairly easy because the company was debt-free and has bounced back to the first division from the second division, to which it was consigned by the French soccer authorities after a Tapie-era bribery scandal.

"We are in the business of selling shoes, not owning clubs," said Adidas. But Marseille city resident Adidas and its "partners" had agreed to buy the municipality's two-thirds stake in the club.

The deal in fact is so confusing

Worthless prize

What do you give to someone who has everything? Why something with no cash value at all.

Presumably that's what prompted the 80 of Italy's great and good who sit on The Leonardo Committee to award its 1996 top prize to one of Italy's most powerful businessmen, Gianni Agnelli, 75.

Yesterday afternoon the honorary chairman of Fiat received the entirely symbolic Premio Leonardo - named after the Renaissance artist and inventor - for having best represented the country's image internationally.

Agnelli might just have had an inkling of being this year's lucky fellow. For along with the likes of Olivetti chairman Carlo De Benedetti, former prime minister Silvio Berlusconi, novelist Umberto Eco, and opera star Luciano Pavarotti, another of the committee's members is none other than... Gianni Agnelli.

Here we go again

Lovers of political feuds should head to Moscow soon to watch the inevitable fall-out among Russia's

Keelhaul Kennedy

In Ireland, former US President John F. Kennedy may still be held in high regard but there were few kind words yesterday for the aircraft carrier named in his honour, currently moored off Dublin bay.

Ireland's national lottery had raffled 10,000 tickets to visit the vessel, after hundreds of thousands of requests were received by the US embassy. Some enthusiasts had paid as much as £200 for a ticket. But many of the winners have been disappointed; public visits to the ship have been cancelled due to bad weather. For a ship that snagged it out in the Gulf war, the gentle squall seemed a fairly feeble pretext. Just to rub sea salt in the wounds, the ship's captain yesterday said that despite the weather, a Fourth of July party jointly hosted for the US ambassador and her guests would go ahead. The ambassador is of course none other than Jean Kennedy Smith, JFK's little sister. It's all right for some.

Grecian earns

Notwithstanding his leftwing heritage, Costas Simitis, the Socialist prime minister, turns out to be a moderately large property owner. In his yearly declaration of assets (which all MPs and their wives must make) Simitis admits to owning 40 acres of farmland in western Greece - about five times the size of the average Greek farmer's holding.

His opposite number Mikhaelis Evirot, who heads the conservative New Democracy, is much worse off. He declares he only owns two cars and a motor-scooter.

Mind you, his American wife Lisa is doing okay. She reports

100 years ago

African Gold Concessions (One of five letters)
Sir - I desire to add my protest to those already published in your paper against a further call by the African Gold Concessions and Development Company, Limited, of 2s per share. It is a scandalous thing that shareholders should be bound either to meet this call and place further money at the disposal of men in whom they have no confidence or at great inconvenience to offer a united resistance to such call and demand the resignation of the latter, and if thought desirable let the company go into liquidation, but such is our alternative and I will join the fighters. I am, &c.,

50 years ago

Blue Circle Cement Expansion
A comprehensive scheme of new works and extensions of existing works has been planned by the Blue Circle Group. The chairman, Mr. George Earles, said the programme was expected to involve an expenditure of over £7,000,000 although it would be delayed owing to the shortage of staff and men. In view of the cessation of hostilities, it was mutually agreed that the Cement Makers' Federation Pooling Scheme Agreement be terminated.

REVENGE

REVENGE
A comprehensive scheme of new works and extensions of existing works has been planned by the Blue Circle Group. The chairman, Mr. George Earles, said the programme was expected to involve an expenditure of over £7,000,000 although it would be delayed owing to the shortage of staff and men. In view of the cessation of hostilities, it was mutually agreed that the Cement Makers' Federation Pooling Scheme Agreement be terminated.

"Prepare 'reserves', then act as though you have no reserve at all. This is the secret of a stable business."

FINANCIAL TIMES

Friday July 5 1996

YKK More Than Just a Good Zipper... Our Advanced Architectural Products Are Changing The Face of The World.

Rightwing leaders force Israeli PM's hand Netanyahu creates post for Sharon to avoid crisis

By Julian Ozanne in Jerusalem

Mr Benjamin Netanyahu, Israel's prime minister, yesterday tried to avert the first crisis of his new government by creating a new ministry to accommodate Mr Ariel Sharon, the former general and champion of Jewish settlement in the Israeli-occupied West Bank.

In an interview in Jerusalem, Mr Netanyahu said he had carved out a new "super-ministry" of infrastructure for Mr Sharon, the popular rightwing leader, after all-night negotiations with other coalition partners. However, he said Mr Sharon had not yet indicated whether he would accept the job.

Mr Netanyahu said the offer satisfied Mr David Levy, the foreign minister, who made the issue public by threatening to leave the government unless Mr Sharon was brought into the cabinet before the prime minister's departure to Washington for an official visit on Monday.

However, the move is bound further to anger Israel's Arab

neighbours and worry western governments, which view Mr Sharon as an ultra-nationalist opponent of peace. As defence minister, Mr Sharon was largely responsible for Israel's 1982 invasion of Lebanon in a bid to crush guerrillas who launched attacks across the border.

Mr Netanyahu's forced compromise is another sign of the ability of rightwing leaders to dictate the shape of the government and curb the prime minister's bid to

A desire to be different Page 19

win presidential powers. Mr Netanyahu, who has called Mr Sharon "a permanent subversive", had tried to make him accept a minor cabinet job or stay out of a what he called a "government of excellence" led by professional experts.

But the affair has demonstrated his limited room to manoeuvre in the face of action by senior members of his rightwing Likud party.

Mr Netanyahu yesterday

brushed off fears that Mr Sharon would be able to pull the government further to the right.

"I am confident that when the government decides on its policies, they will be implemented by all the ministers," he said. "Of course we have a variety of people... they have different perspectives, some of them are hardliners and some are softliners. I think we have a productive synthesis but policies will be set and they will be implemented by everyone."

The prime minister's office said the new ministry had been created by stripping functions away from other ministries, particularly housing and construction and transport. It will include the roadbuilding authority, the railway authority, the lands administration, part of the water commission, the national sewage authority and responsibility for roads bypassing Palestinian areas in the West Bank.

The new ministry will be presented to today's cabinet meeting for approval, after which Mr Sharon is expected to accept the job.

US law on investment in Cuba forces ING out of sugar

By Gordon Cramb in Amsterdam and Pascal Fletcher in Havana

The Dutch banking and insurance group ING said yesterday it had pulled out of financing the Cuban sugar industry in response to controversial US legislation aimed at discouraging foreign investment in Cuba.

It is the second high-profile withdrawal from Cuba in the face of the Helms-Burton legislation. The Mexican company Cemex last month withdrew from a contract to manage cement production.

ING said it would not renew \$30m in loans to Cubazucar, the state-owned trading arm for sugar, the mainstay of the Cuban economy. "We had to decide to stop it," it said.

Helms-Burton provides for US nationals to sue foreign companies and others trading in assets confiscated in Cuba. This could have left ING, whose subsidiaries have substantial US assets, open to legal claims.

"We have to operate within the legal framework however much we disapprove of it," the bank said. ING had reviewed its other activities, mainly trade finance, conducted through its Havana representative office and found no other clients at risk from Helms-Burton's provisions. "We will maintain our presence and we are fully committed to growing our business there," it added.

ING had led the way for a string of banks and trading houses to put up funds of at least \$150m to pay for imports to make the sugar harvest. The financing of inputs such as fertilisers, herbicides and spare parts helped Cuba to increase the 1995-96 sugar crop from the previous year's 50-year low of 3.3m tonnes to about 4.5m tonnes.

In all, nine of Cuba's 13 sugar-growing provinces were covered by foreign financing.

ING's financing was originally planned for five years, but the bank was able to exercise an annual opt-out clause in its contract.

Its withdrawal will be a psychological blow to other foreign groups involved in sugar financing in Cuba, which this year will include at least one Spanish bank, Banco Bilbao Vizcaya. "Everyone is moving to protect themselves," one sugar industry official said.

A senior Cuban sugar trade official, Mr Alberto Betancourt, said in early June that Cuba had secured financing for its 1996-97 harvest for all sugar-growing provinces, but ING's announcement raises some questions about this. Cuba is certainly counting on continuing injections of foreign capital to lift the ailing harvest to a possible target of 5.5m tonnes.

Cuba seeks EU deal, Page 4 Commodities, Page 28

THE LEX COLUMN

Swiss shake-up

The leap in CS Holding's share price since it announced its long-overdue corporate restructuring has sparked an enthusiastic hunt for other Swiss patients ready for corporate surgery. But investors should not get carried away by the surge of activity in a corporate scene famed for its lack of drama. Certainly, the speculation that drove up Nestlé's share price yesterday looks far-fetched. Having been an investor in L'Oréal for over 20 years and with a declared intention of consolidating control in the French cosmetic group, it would be extraordinary for Nestlé to sell out, as rumoured. Nestlé has low gearing, so it would not know what to do with the cash, since buy-backs and special dividends are tax inefficient. And with the coffee bean price tumbling, earnings are back on a growth track, presenting little pressure for change.

FT-SE Eurotrack 200: 1742.5 (+9.5)



Source: FT Data

However, the Ciba and Sandoz merger and reorg at Credit Suisse were primarily defensive moves to reduce costs, and there is scope for more of the same. Switzerland remains significantly over-banked, and with Credit Suisse hacking back its local branch network following its abortive merger proposals with UBS, UBS must now be under pressure to follow suit. There is growing pressure for consolidation in the engineering sector, and Switzerland's insurance sector also looks ripe for change, given that domestic insurance margins are shrinking. Management that fail to attack costs vigorously may come under pressure from those that do.

Consider that it could take a decade for Lukoil's valuation to reach Western standards, and the discount looks much less conspicuous.

No doubt Mr Yeltsin's victory will tempt fresh investors. Whatever happens to him, the scale of Mr Yeltsin's victory over the Communists is good news: Russia voted decisively against turning back the clock. But as some investors pile in, just as many are likely to drop out: now that the arguments on fundamentals are less clear-cut, profit-taking is a real risk. For all except the most long-term investors, the case for crystallising their own gains now is compelling.

Eurotherm

The sudden departure of Mr Claes Hultman as chief executive of Eurotherm looks like a case of corporate governance gone sour. Mr Hultman has apparently resigned because the board refused to promote him to executive chairman. Mr Hultman is not the sort of manager to lose lightly. Over the past five years, he has turned the industrial controls maker around, doing wonders for its profits and share price - the 12 per cent drop in the shares yesterday is testament to the faith placed in him by the City. While critics label him as merely a turnaround specialist, Eurotherm has shown accelerating internal growth over the past two years.

Ironically, Eurotherm has an executive chairman at the moment in Mr Jack Leonard, who has been at the company since it was founded in 1965 and is now 64. That rather weakens the argument put forward by the directors that they wanted a non-executive chairman and felt Mr Hultman was too strong a character to fit the bill. With the company running

Russia

Who cares about President Boris Yeltsin's health? The rewards for investors who gambled on his election victory have still been dramatic. In the last three months, the Moscow Times index has jumped 145 per cent. Should investors take these gains now, or hang in for the long haul?

The case for staying on is simple: Russian stocks still look cheap. Take Lukoil, Russia's largest oil company and a stock Western investors can easily get their hands on. Its reserves are so huge - bigger than Exxon's - that comparison with international oil stocks makes sense. Yet its current enterprise value, per barrel of production, is only a third of the figure for western integrated oil companies.

Such an extravagant discount is tempting. But it has to be seen in perspective. Lukoil is not a western oil company: its accounts are deeply opaque, the tax and legal framework is worryingly fluid, and Russian oil prices are stuck well below world lev-

smoothly, Mr Hultman was in any case spending more time elsewhere and recently took on the chairmanship at Wembley.

The fact that all this has happened without consulting advisers or shareholders - provoking the resignation of joint broker SBC Warburg - suggests an internal power struggle. Mr Leonard and his non-executives appear to be treating Eurotherm more like a private fiefdom than a public company.

UK politics

There is little to get voters' pulses racing in the Labour Party's latest manifesto; Mr Tony Blair's determination to avoid hostages to fortune has created an extremely bland document. But, from the perspective of investors, that is not necessarily a bad thing. The main reason so few goodies are on offer is that Labour is promising reasonably tight fiscal and monetary policies, backed up by curbs on public borrowing and an inflation target administered by the Bank of England.

The big question, of course, is whether Labour will deliver on these promises if it wins the next election. Won't backbenchers clamour for a return to its old tax and spend ways? Maybe. But investors can take some comfort from the thought that, if Labour is not seeking to bribe the electorate when it needs votes, it will have less incentive to do so when it does not need them. Moreover, with Mr Blair tightening his grip on the party organisation, the odds of his being able to control recalcitrant backbenchers look increasingly good.

UK electricity

Since consumers stand to benefit from introducing competition in Britain's domestic electricity market, the regulator is right to press the industry to get on with it. But he needs to do more than whinge. The problem is that preparing for domestic competition is a massive job, and those doing the work - the regional electricity companies - have everything to gain from dragging their feet. Maybe, as some in the industry say, more active leadership from the regulator would help. But this will not alter the fact that the industry's commercial interest lies in delaying competition, not accelerating it. To change this, the regulator would have to be bold and threaten to penalise the companies for delay at the next regulatory review. Otherwise, however much he huffs and puffs, delay looks inevitable.

Lex comment on Costello, Page 25

Japanese rocket group close to first satellite contract

By William Dawkins in Tokyo

A consortium of leading Japanese industrial and electronics companies is poised to win Japan's first contract in the fiercely competitive commercial satellite launch business.

Mr Hiroshi Imamura, vice president of Rocket Systems Corporation, was optimistic yesterday that it would be awarded the contract, said by industry officials to be for 10 launches, worth at least ¥85bn (\$770m), by Hughes Space and Communications International, the world's largest maker of satellites.

RSC made a sales presentation to the US company in April. Negotiations began in June and are due to finish early next month. They would "turn out happily," said Mr Imamura, who declined to give details.

The deal would be a lift to Japan's long-frustrated ambition to create a world-class aerospace industry, one of the few targets

its industrial policy planners have so far failed to hit. It would come just over a month after the explosion on its maiden launch of Ariane 5, the new rocket designed by Arianespace, the European space consortium.

It was only in 1994, two years behind schedule, that RSC launched the H-2, the first Japanese rocket capable of carrying a two-tonne satellite, the industry standard. It was the first of three successful launches but although technically dependable, the H-2 failed to attract foreign customers because it cost up to ¥15bn per launch, more than twice as much as charged by Arianespace and General Dynamics, the US aerospace group.

What appears to have attracted Hughes is RSC's pledge that launch costs will be halved by a redesigned rocket, the H-2A, able to lift up to four tonnes and due to make its first trial in early 2000. The yen's decline since the H-2 took to space had also helped,

said officials. The size of the RSC contract has yet to be confirmed, but industry officials expect it to include 10 launches of two-tonne satellites, to take place from 2000 to 2004, at around ¥8.5bn per satellite.

That would give Japan a significant share of the world market, currently for 30 launches per year, dominated by the US, Europe, Russia and China. Launches would take place at an RSC base at Tanegashima, a southwestern island.

One drawback is that launches may take place for only 90 days a year, at the insistence of local fishermen. The government's Science and Technology Agency hopes to negotiate an extension.

Japan is a late entrant to the commercial satellite market. RSC, formed only five years ago, is led by Mitsubishi Heavy Industries and comprises 73 companies including NEC, Toshiba, Nissan, Hitachi, Fujitsu and Ishikawajima Heavy Industries.

Chernomyrdin

Continued from Page 1

presidential elections and who appeared to be jockeying for a place in the government.

Mr Yeltsin was warmly congratulated on his victory by western governments, especially Germany and the US.

Markets rose on the news, but were constrained by worries about Mr Yeltsin's health.

Sumitomo approved deals

Continued from Page 1

he said. "We have been prepared to take substantial risks."

Winchester had lost a "substantial amount of money" by misreading the copper market in October and November last year, Mr Levett said.

He gave a strong hint that volatile prices in the weeks since Mr Hamanaka's forced departure

had posed a similar test for the company's trading skills. Winchester, moreover, had lost business and clients.

Earlier this year, the Securities and Futures Authority said it was no longer investigating Winchester in connection with six trades in January 1994, as a result of which Codelec, the Chilean copper producer, said it had sustained losses.

FT WEATHER GUIDE Europe today Sunny spells will prevail over most of the British Isles... Five-day forecast It will continue cloudy with outbreaks of rain for much of the British Isles... TODAY'S TEMPERATURES Abu Dhabi sun 45, Beijing sun 32, Berlin shower 18, Bogota shower 17, Bombay shower 31, Brussels rain 17, Budapest fair 28, Cagliari fair 28, Cairo shower 18, Cape Town shower 13, Caracas fair 31, Cardiff shower 16, Casablanca fair 24, Chicago sun 31, Cologne rain 19, Dakar fair 31, Dallas fair 38, Delhi fair 37, Dubai sun 43, Dublin shower 16, Edinburgh cloudy 17, Fero fair 28, Frankfurt thund 22, Geneva rain 22, Gibraltar sun 30, Glasgow shower 20, Hamburg shower 20, Harbin shower 17, Helsinki shower 17, Hong Kong fair 32, Huzhou thund 29, Istanbul sun 31, Jakarta fair 32, Jersey cloudy 16, Karachi fair 25, Kuwait sun 48, Las Palmas shower 18, Lima fair 18, Lisbon fair 23, London shower 19, Luxembourg rain 23, Lyon thund 23, Madrid fair 24, Madrid sun 28, Malaga thund 22, Manila sun 30, Manchester cloudy 15, Maracaibo shower 34, Melbourne rain 13, Mexico City shower 20, Miami fair 33, Milan thund 29, Montreal fair 22, Moscow fair 22, Nairobi cloudy 25, Naples sun 29, Nassau shower 33, New York sun 29, Nice sun 28, Niigata sun 38, Oslo sun 13, Paris shower 18, Perth thund 23, Prague thund 25, Rangoon sun 31, Reykjavik sun 14, Rio sun 26, Rome sun 26, S. Francisco sun 24, Seoul fair 29, Singapore cloudy 11, Stockholm fair 19, Strasbourg thund 29, Taipei sun 27, Tangier sun 27, Tel Aviv sun 32, Venice fair 28, Vienna fair 28, Toronto shower 23, Vancouver sun 22, Varadero fair 28, Vienna fair 28, Warsaw shower 27, Washington sun 28, Wellington rain 8, Winnipeg fair 26, Zurich sun 22

MEDIOLANUM Mediobanca - Banca di Credito Finanziario S.p.A. Global Offering of 36,700,000 Ordinary Shares of Nominal Value ITL 1,000 Each Offering Price ITL 12,000 Per Share Global Coordinator Mediobanca - Banca di Credito Finanziario S.p.A. Co-Global Coordinators SBC Warburg Banca di Roma Italian Public Offering Mediobanca - Banca di Credito Finanziario S.p.A. Banca di Roma Banca Commerciale Italiana Credito Italiano International Institutional Offering SBC Warburg Morgan Stanley & Co. UBS Limited Banque Indosuez Lehman Brothers Paribas Capital Markets Italian Institutional Offering Mediobanca - Banca di Credito Finanziario S.p.A. Banca di Roma Banca Commerciale Italiana Credito Italiano Giubergia Warburg SIM

FI... com is foc... German insid... leading inqui... New York... customer service... general enquirie...